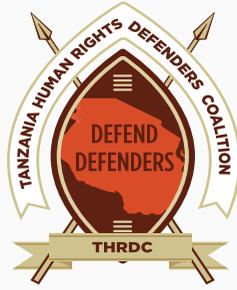


THRDC STRATEGIC PLAN 2023 – 2027

Tanzania Mainland & Zanzibar





**TANZANIA HUMAN RIGHTS
DEFENDERS COALITION (THRDC)**

**STRATEGIC PLAN
2023 – 2027**

TANZANIA MAINLAND & ZANZIBAR

NOVEMBER 2022

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ABBREVIATIONS AND ACRONYMS

ACHRR	African Commission on Human and People’s Rights
Adv.	Advocate of the High Court
AG	Attorney General
AU	African Union
BAKWATA	The National Muslims Council of Tanzania
Cap.	Chapters of the Laws of Tanzania
CHRAGG	Commission for Human Rights and Good Governance
CSOs	Civil Society Organizations
DPP	Director of Public Prosecution
EAC	East Africa Community
EACJ	East Africa Court of Justice
FYDP III	Five Year National Development Plan III
HRDs	Human Rights Defenders
IJA	Institute of Judicial Administration
LRCT	Law Reform Commission of Tanzania
LST	Law School of Tanzania
NEC	National Electoral Commission of Tanzania
NGOs	Non-Governmental Organizations
No.	Number
PCCB	Prevention and Combating of Corruption Bureau
PEST	Political, Economic, Social and Technological aspects
SPs	Strategic Plans
TEC	Tanzania Episcopal Conference
THRDC	Tanzania Human Rights Defenders Coalition
TLS	Tanganyika Law Society
TZS	Tanzania Shillings (USD 1 = USD 2320)
UN	United Nations
UPR	Universal Periodic Review
ZAECA	Zanzibar Anti-Corruption and Economic Crimes
ZEC	Zanzibar Electoral Commission of Zanzibar
ZCU	Zonal Coordinating Unit

EXECUTIVE SUMMARY

This document presents the Tanzania Human Rights Defenders Coalition (THRDC)'s five-year Strategic Plan (SP or program) of 2023 – 2027. This SP is a result of consultative processes that involved numerous stakeholders from Mainland Tanzania and Zanzibar who were reached for their views between July and August 2022.

The 2023-2027 SP builds up from the immediate one which is implemented between 2018 and by the end of 2022; also, picks some lessons and recommendations of the evaluation process which was conducted between January and April 2022 on the decade of an existence of THRDC that, (i) there were a number of unfinished 'business' after completion of the 2018-2022 SP; (ii) the Coalition has to work within its core functions (mentioned below); and, (iii) most of the intervention strategies used previously should be maintained but with some modifications in order to fit into the current contexts e.g. geo-political factors influenced by the current regime.

As such, the next five years of this 2023-2027 program is designed in a way that all those factors are taken into consideration in a modified and scale-up level (see strategies below). Some of the issues considered in this regards are:-

- a) Stronger and proactiveness (vibrancy) of THRDC's members e.g. decentralized secretariat's interventions; and, impact-based membership.
- b) Tightening protection mechanisms of HRDs e.g. (a) presence of national security strategy and plan for HRDs and improving accessibility of such services; (b) adopting collective protection strategies, measures and actions; (c) reflection of resilience strategies into HRDs' operations e.g. against untimely incidents like COVID-19 and State's actions of freezing bank accounts; and, (d) adopting national policy for protection of HRDs (e) Establish peer learning initiatives with other regional and international HRDs protections organizations.
- c) Having fast, flexible and effective emergency response systems e.g. ability of HRDs to manage or mitigate their security concerns without leaving their working places (resilience approach), etc.
- d) Improvement of an access to remedy e.g. introducing and institutionalizing legal aid components.
- e) More working relationship with wider range of stakeholders e.g. decision makers.
- f) Grounding the operations at grassroots. That is, having broader coverage to the ward and village levels – bottom-up approach. That is, strengthening social fabrics e.g. women, pastoralists, farmers, academic groups, etc.
- g) Lessening the barriers e.g. adopt more advocacy approaches especially engagement and system strengthening of State's machineries of Mainland Tanzania and Zanzibar.
- h) Effective operationalization of ZCUs e.g. recruitment of specific coordinators.
- i) Improvement of monitoring and research components.

- j) Human Rights Grant Making Scheme for HRDs which is independent but affiliated to THRDC.
- k) *Watetezi* House as source of income/ investment strategy.
- l) Stronger advocacy components with clear indicators of successes e.g. domestication of all key human rights instruments and enforcement of the same; and, support an implementation of international obligations such as UPR processes.
- m) Develop well-coordinated legal reforms initiatives jointly with state departments both in Mainland Tanzania and Zanzibar.
- n) Improving THRDC and HRDs financial resilient and sustainability: Among others by learning other non-conventional ways of raising HRDs resources such as engaging in investment activities, searching, and building local philanthropic in the field of human rights etc.

Owing to the contextual situation and justifications narrated above, THRDC plans to focus on three key results areas (KRAs). The said areas are on security and protection (including the aspects of emergence and other responses); resilience of members and coalition building; and, advanced institutional development. The KRAs strategically incorporate some prevention and control aspects of issues pertaining to HRDs. Such KRAs are:-

- a. Preventive protection and security management: Assurance of preventive protection and security management of HRDs (who are at potential risks).
- b. Members' empowerment and public engagement: Strengthen THRDs members and other stakeholders' capacities and resilience.
- c. THRDC's institutional sustenance: Improvement of institutional performance and sustainability.

The protection, emergence responses and capacity building are core functions and therefore inherent responsibilities of THRDC. Therefore, are adopted but with some modifications in order to suit the operational contexts that have been foreseen for this coming phase of 2023-2027. Moreover, evidence-based (data-driven) advocacy remains to be a routine task of this Coalition for the next five year. However, there are some strategies devised to enhance it including an improvement of research and documentation portfolio as well as adopting a framework e.g. advocacy policy which will aid a linkage between grassroots-based advocacy interventions and the national or international ones. On this issue, the ZCUs are eyed to be central operating organs.

Worth noting also that, the design of this SP has considered relevancy and coherency factors e.g. global trends on HRDs' protection and emergency response or support approaches such as the need for inclusive and collective interventions; grounding HRDs' operations down to the grassroots; strategic and mutual relationship with decision makers etc. On the other hand, the international and national human rights-related instruments have all been taken into consideration e.g. the United Nations' and African Union's human rights conventions, treaties, declarations, Sustainable Development Goals 2030 (SDGs) and African Vision 2063; and, the national policies and plans including the National Human Rights Action Plan, Five Year Development Plan (FYDP III) and Zanzibar Development Vision 2050 (ZDV2050) which

the countries' development blueprints are taken into consideration. Also, this SP has taken on board and integrate key national, regional and international human rights and governance mechanisms such as Universal Periodic Review, Tanzania and Zanzibar Annual NGOs Forums, UN Treaties reporting Mechanisms, Ordinary Sessions of the African Commission for Human and Peoples Rights, Regional and International Human Rights Days (such as Human Rights Day, International Human Rights Defender's Day, International Women Day, International Women HRDs Day, African Child Day, World Press Freedom Day etc), Open Government Partnership (OGP) to mention a few. This is to increase the recognition and consideration of THRDC's interventions at the National, Regional and Global levels and to contribute to the regional and global development agenda. All these have used by THRDC as catalyst or bridge towards achieving its main goal of creating an enabling and secured working environment for HRDs/CSOs in Tanzania.

In a bid to scale up its operations for bigger results, THRDC plans under this SP to use, among others, the following intervention strategies: -

- a) Wider outreach: THRDC plans to adopt the world-wide move of collective enforcement of HRD issues e.g. protection, security, etc. As such the Coalition plans to strengthen further the ZCUs' capacities for them to reach out the grassroots down to the district, ward and village levels. Also, operationalization of THRDC-Zanzibar.
- b) Strategic engagement: Especially with duty bearers and development partners. It is learnt that, once the duty bearers i.e. State's machineries are effectively engaged, it is easy for the HRD agenda to be brought in.
- c) System strengthening and reforms: Working towards strengthening national human rights mechanisms or systems like laws, rules, regulations, institutional reforms, capacity building, etc. of the State's machineries.
- d) Members-oriented approach: Special attention is given to membership affairs especially empowering them to operate effectively. The critical issues on institutional capacity including insufficient skills on resource mobilization will be addressed. More emphasis will be to empower HRDs/Members on how to address other clusters of human rights other than civil rights and liberties.
- e) Results-based approach: ensuring that there is logic and correlation between different results areas.

In order to realize the KRAs and other issues highlighted above through the proposed intervention strategies, THRDC plans to mobilize a total of TZS 46,145,484,000 (USD 19,976,400). Since the KRAs (in this context include an impact, outcomes, outputs and activities) are interwoven, comprehensive funding (basket fund) is desired. Therefore, numerous partners are invited to join hands and support THRDC in this noble mission till 2027 and beyond. The Coalition assured all partners presence of sound and prudent financial management systems as it is further explained in part one and two of this program document.

BACKGROUND INFORMATION

1.1 ESTABLISHMENT AND CORE FUNCTIONS OF THRDC

The Tanzania Human Rights Defenders Coalition (THRDC) is a non-governmental, non-partisan membership organization which is registered under the Non-Governmental Organizations Act of 2002 (Act No. 24) on part of Mainland Tanzania and as society under the Societies Act of 1995 (Act No. 6) on part of Zanzibar.¹ Currently, THRDC has more than 200 members working on different thematic areas in Tanzania.²

Information Box: THRDC as only human rights organization operating throughout the country

Unlike any other human rights-related networks in Tanzania, this Coalition (THRDC) operates throughout the United Republic of Tanzania (URT). The THRDC-Zanzibar operates as a full-fledged organization. However, owing to its infancy, during next five years, the Zanzibar's side will be nurtured under the wings of the main office till when it stands on its feet. A separate operational plan for THRDC-Zanzibar is designed, which guides it to enhance its institutional growth and external operations at the same time.

THRDC has never changed its core functions on protection of human rights defenders (HRDs) since its establishment way back in 2012. The same core functions on protection of HRDs will be strengthened and sustained for the next five years 2023-2027 with modified approaches and strategies.

Basically, the Coalition operates to ensure safer working environments for HRDs through offering lawful protection, advocating for their recognition and legal protection, responding to their states of emergencies, and preventing them from imminent risks which would affect their work as HRDs. The HRDs which the Coalition focuses are individual HRDs, human rights organizations, human rights lawyers, students human rights association, artists, journalists/media, state institutions with mandate to promote and protect rights including judiciary, law enforcers, (Police, Prison, Prosecutors) national human rights institution, line ministries and CSOs regulatory agencies.

¹ Note: Both laws have been amended recently. However, the registration status still remains the same.

² The NGOs Act of 2002 and the Societies Act of 1995 both limit operation of NGOs outside the Mainland Tanzania and Zanzibar respectively. Therefore, for THRDC to operate throughout URT.

1.2 A DECADE OF EVOLUTION AND SUBSISTENCE TOWARDS A META-SYNTHESIS

THRDC marked its 10th anniversary at the time when this Strategic Plan (SP) was being developed in June 2022. The Coalition has gone through three phases of growth, an infancy one being between 2012 and 2013.

1.2.1 Inception or Infancy Phase: 2012 – 2013

During its first years of existence, it concentrated on institutional set-ups and building membership bases. It managed to hit the ground running from day one of its registration because of a strong backup support the Coalition received from the East and Horn of Africa HRDs Network (EHAHRD-Net); the Legal and Human Rights Center (LHRC); its founding donors (OSIEA, Finnish Embassy and Wellspring);³ Board of Directors (BODs); the Secretariat; and, of course, the founding members.

1.2.2 Taking-off and Stabilization Phase: 2013 – 2017

The taking off and stabilization's phase followed between 2013 and 2017 under the facilitation of the first ever 2013 – 2017 SP. Having this plan, resulted in a number of reforms e.g. further improvement of operational manuals enabled the Coalition to stand on its own feet (from being 'baby-seated' by EHAHRD-Net and LHRC). More staff were recruited e.g. from only 2 in 2013 to at least 10 in 2017, office space was hired, members increased e.g. from only 14 in 2013 to at least 200 in 2017 and more importantly, operation expanded (geographically and thematically).

At that point, the HRD agenda spread across the country e.g. awareness increased and therefore, recognition, protection and support to HRDs' work was observed. However, during the last quarters of this second phase (around mid-2016), shrinking of civic space was perceived to be more vivid e.g. through enactment of a number of 'draconian' laws and regulations including on statistics, cyber-crime, online contents, media, information, etc. as it is highlighted further in part two of this SP document. Of critical concern were occurrences of incidents of attacks to civil rights' activities including those done by HRDs. The coming into power of the new regime by then (after the 2015 election) is linked to such changes.

1.2.3 Growth or Expansion and Destabilization Phase: 2018 – 2022

The third phase is mapped to happen between 2018 and 2022. It was the time when the second SP was incepted and implemented. Notwithstanding the shrinking of civic space, THRDC's operations expanded internally and externally. For instance, new accounting system was adopted. There was a purchase of working tools including a vehicle and institutionalization of members' zone coordinating units (ZCUs). The Coalition also adopted resource mobilization strategy e.g. introduced deduction of 4% of the total amount of gross consultancy fees (as income generation scheme). This resulted into earning of at least USD 60,000 from this income generation scheme as of April 2022.

³ Note: The Coalition secured seed-funds of USD 60,000 from OSIEA, Finish Embassy and Wellspring to set-up its institutional operations particularly formulation of the internal operating manuals, office rent, salary for the founding National Coordinator, organizational development trainings, mentorships and the first strategic plan (briefly highlighted below).

Information Box: Stalled operations in mid-2020: Alternative options considered; but, hardly worked out

However, the shrinking of civic space and absence of sufficient risk mitigation measures or survival strategies rendered Coalition's operations almost stalled from mid-2020. Its bank accounts were irregularly frozen by allegedly the State law enforcers. Therefore, THRDC's internal and external operations went down. Seizing of other options was impractical because almost everyone in the civil society sector was in imminent danger. As efforts to redress the situation were lapsing, the Coalition opted to operate from outside and establishing the Zanzibar's office and beyond. Those were good options but came a bit late after the operation were almost paralyzed.

The fourth phase starts from mid-2022. With the coming into power of the new regime from March 2021, human rights situation is steadily improving save for presence of some incidents.⁴ The new regime under Her Excellence (H.E) President of URT, Samia Suluhu Hassan, indicates a strong gesture. For instance, H.E Samia S. Hassan broke the odds to become the first ever President of Tanzania to make an official appearance as Head of State to the HRDs' event. She did that on 13/05/2022 when THRDC celebrated its 10th anniversary. Also, towards investing on constructive engagements both in Mainland and Zanzibar, THRDC engaged with the President of Zanzibar and the Chairperson of the Revolutionary Council His Excellency Hussein Mwinyi during the launching event of the Judiciary System Assessment Report in September 2022. THRDC seeks to bank on this possible opportunity to advance its HRD's agenda at greater level as it is clarified further in this SP.

1.3 INSTITUTIONAL GOVERNANCE AND OPERATIONS

THRDC's functional systems and procedures architect solidly the institutional governance and operation of the Secretariat as well as the whole machinery of this Coalition.

1.3.1 Functional Systems and Machineries

The Coalition has adopted and improved over a period of time a number of key operational documents including the financial policy; updated accounting packages; BODs' charter; human resource manual; member's policy; scheme of service; procurement policies; non-discrimination policy; gender and inclusion policy; corruption and whistleblowing policy; and, even HRDs security policy. Its Constitution articulates well the good governance including sound financial management and accountability of THRDC's interventions to members, donors, government and general public.

The functional systems include presence of the monitoring and evaluation (M&E) framework embodied into this SP at hand; and, governing organs with clear roles e.g. the Members meeting (AGM); BODs and Secretariat (Management). The functions and mandates of all these organs are articulated in the operational documents mentioned above. The BODs' charter addresses conflict of interest and stipulates separation of powers (mandates) between the BODs and Management.

⁴ For instance, a government's move to transfer Maasai communities from their traditional land in Loliondo area, Ngorongoro district, Arusha, a move which was launched early 2022.

Information Box: Impact of THRDC's sound functional system

The presence of the functional system has guided well the Coalition on issues pertaining financial management accountability e.g. all annual audit reports seen by the team of evaluation approve the THRDC to have sound financial management. The Coalition has no single case or even accusations of embezzlement of donor or any fund for the last ten years of its operations. The human resource manual not only governs welfare of the staff e.g. motivation, but also defines who makes what decisions e.g. strategic and routine ones.

1.3.2 THRDC's Secretariat

The Secretariat is an executive organ of the Coalition. Its staffing base has steadily expanded over years e.g. from only 4 in 2013 to 22 in 2022 (55% of them being females). The recruitment of staff has considered not only qualifications, but also, other factors including diversity in terms of gender, disability, etc. The retention rate of staff is above 80%. That is, less than 20% of staff have left the organization in the past three years.

The staff's welfare is managed by a qualified human resource officer. There is a salary scheme which is updated periodically. As such, THRDC has created quite conducive working environments for its workers. However, the risk remains to be on funding opportunities to retain them further if the partners would delay supporting the Coalition. Under this SP, more strategies are adopted to motivate, protect and maintain the staff. There is also a suggestion on a success plan in this regard.

1.3.3 THRDC's Board of Directors

The BODs' is currently comprised of nine (9) members of whom 4 (being 40%) are females. The THRDC-Zanzibar has its own BODs, some being members of Mainland's Board in order to reinforce crossbreeding issues.

The BODs' composition is well diversified also in terms of education backgrounds. For instance, the current members have the following levels and education backgrounds doctorate degrees (Ph.Ds.); master's degrees in law and mass communications; first law degree; certified public accountant (CPA); and the retired Judge of the High Court of Tanzania. Members to the Board rotate systematically after their tenures end e.g. three years renewable only at once.

As on the functioning of the Board, it has been quite effective and systematically. It meets periodically and has been instrumental in the fundraising of the Coalition.⁵ There is a Board's Charter (mentioned earlier). As a way of enhancing the BODs' oversight mandates, periodic needs-based capacity building trainings have been organized. Those include on corporate management skills; results-based management; and financial accountability.

⁵ Note: According to the records, the THRDC's BODs has met 30 times between 2012 and 2021. It met consistently 4 times a year (i.e. every quarter) between 2014 and 2021; and, 3 times a year in 2012 and 2013. The records of the Board's proceedings are well kept.

1.4 OVERALL GOAL, VISION, MISSION AND VALUES

1.4.1 Goal

To contribute to the growth of civic space in which HRDs' working environment is improved.

1.4.2 Vision

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

1.4.3 Mission

THRDC strives to maximize and sustain empowerment and Protection Programs for HRDs, advocate for respect and recognition of HRDs in Tanzania through community sensitization; strategic government engagement, capacity building Programs, emergency support services to HRDS at risk, security management programs and connecting defenders from grassroots levels with development partners and other relevant national, regional and international human rights mechanisms.

1.4.4 Values

- a) Promote deep respect and empathy for defenders.
- b) Act in a very responsive, rapid and flexible manner.
- c) Result oriented organization with tangible impact.
- d) Act with independence, creativity, impartiality and integrity.
- e) Perform with dedication, professionalism, transparency and accountability.
- f) Develop participative, strategic and cooperative relations.
- g) Develop a continued learning environment for defenders.
- h) Diversity, gender sensitive, representation, non-discrimination and inclusion.

1.5 ESSENCE OF THIS PLAN 2023-2027

This 2023-2027 SP is intended to systemize and standardize interventions and therefore achievement of all results by the THRDC's secretariats of Mainland Tanzania and Zanzibar: and, through its members and other stakeholders. This plan analyzes and puts into a logic flow all ambitions which this Coalition wishes to achieve by 2027. Having HRDs' issues holistically and comprehensively addressed through this plan would easy mapping of the progress over period of time; but also, to ascertain areas which would need further or alternative intervention strategies.

CONTEXTUAL ANALYSIS OF OPERATING ENVIRONMENTS

2.1 PREVIOUS INTERVENTIONS, ACHIEVEMENTS AND IMPLICATIONS

Mapping and analysis of previous and current HRDs' operational contexts are relevant for ascertaining most pertinent or relevant key result areas (KRAs) to focus on for the next five years (2023-2027) plus intervention strategies aiding realization of such areas. This subsection present an overview of key achievements, challenges and implications of the same especially the ones happened during immediate past five years (2018-2022). This mapping considers institutional and operational issues altogether.⁶

2.1.1 Main Challenges (2018 – 2022)

The immediate ending strategic phase was engulfed with a number of challenges, most critical ones being operational. The first one, as said earlier, was perceived shrinking or closing of civic space attributed to an enactment and amendment of 'draconian' or 'repressive' laws on statistics, cybercrimes, online contents, information, media, etc. An enforcement of some of provisions of such laws made the HRDs' existence and operation quite delicate. For instance, it was during this period that: -

- a) A number of bloggers were aligned to face numerous criminal charges associated with allegations on breach on online contents' regulations as THRDC's annual reports show.
- b) A number of HRDs organizations were denied observing the 2020 general elections of Tanzania.
- c) The THRDC's bank accounts were frozen indefinitely and unjustifiably. Other HRDs are allegedly faced same challenge.
- d) Freedom of the press, political activities by political parties, etc. were limited. The censorship of media was observed to be a reality.
- e) Open threats reported incidents of missing people and even mysterious killings were becoming almost common incidents.

⁶ The intervention strategies are already indicated in part one of this program document.

- f) The laws were reformed to put some limitations and introduce stern measures e.g. human rights activists. For instance, the Basic Rights and Duties Enforcement Act, Cap. 4 (BRADEA) was amended in 2020⁷ to limit eligibility criteria of lodging human rights cases. The laws governing civil society organizations (CSOs) were miscellaneously amended in 2019⁸ to, among others, criminalizing some of the CSOs' activities.

Apparently, due to uncondusive civic and political environments, some of the development partners seemed to have reduced their operations in Tanzania or had their funding schemes limited. For instance, funding of civic activities during the 2020 elections remained to be relatively limited compared with the trends of previous election periods. An eruption of COVID-19 pandemic complicated everything in terms of shifting donors' priorities and also, limiting physical operations of HRDs especially between March 2019 and June 2020.

2.1.2 Key Achievements (2018 – 2022)

Despite those challenges, still, THRDCs managed to remain focused, resilient while achieving most of its planned results areas (for 2018-2022's program phase). Some of the key achievements based on its evaluation report launched by the President of Tanzania on 13th May 2022 were: -

2.1.2.1 Institutional Development and Management

- a) THRDC has been successful in forming and maintaining a solid BODs to supervise and guide the Coalition. A number of expertise from several human rights dimensions has been added to the board over the past decade.
- b) THRDC successfully sustained its founding donors for the last consecutive ten (10) years without any doubt or raised concern about the management of grants to THRDC.⁹ THRDC has no record showing donor query or dropout because of financial embezzlement¹⁰
- c) THRDC has managed to establish a 'development fund contribution' (solidarity fund) which seeks to raise resources for THRDC growth and expansion, such as building its own office and advancing its missions and visions more sustainably. THRDC has successfully raised about TZS 60,000,000 from the development fund since its establishment in 2019.
- d) THRDC has successfully established the Zanzibar branch, which forms a part of the remarkable efforts in enhancing the sustainability and expansion of the Coalition while ensuring effective delivery of results across Tanzania Mainland and Zanzibar. The THRDC-Zanzibar has a total of 35 members (Pemba and Unguja).

7 Through: The Witten Laws (Miscellaneous Amendments) Act of 2020 (Act No. 3 of 2020).

8 Through: The Witten Laws (Miscellaneous Amendments) Act of 2019 (Act No. 3 of 2019). The amendments included the NGOs Act of 2002; the Trustees Incorporation Act, Cap. 375; the Companies Act, Cap. 212; and, the Societies Act, Cap. 337.

9 Since its establishment, the THRDC kept retaining its donors from one year to the next while engaging the new ones.

10 That is, an efficient financial management whereby, THRDC has continued to manage its resources efficiently and thereby for the past ten years THRDC has received unqualified independent Auditor's opinions (clean financial report) with minimum observations.

2.1.2.2 Membership Affairs and Public Engagement

- a) Widened membership base, from 14 in 2012 to at least 220 registered member organizations in 2022.
- b) Developed 11 Zonal Coordination Units (ZCUs) which simplified and decentralized the coordination of members at grassroots level. This also increased the spirit of solidarity and teamwork among THRDC members in rural areas.
- c) A well updated, comprehensive and formalized member's database which improved management and treatment of members.
- d) Improved institutional management capacities to members as a result of rigorous empowerment conducted by the Coalition.¹¹

2.1.2.3 Protection Services, Security Management, Litigations and Advocacy

- a) Increased engagement capacity with various actors and the ministries including the ministries responsible for legal affairs of both sides of URT; law enforcers; registrars of different CSOs; revenue authority; the Judiciary; etc.¹² As a result, incidents of threats to HRDs are reported low in the past two years.
- b) Improved civic space attributed to research, dissemination of publications, legal analysis, dialogues and other advocacy intervention strategies including involvement in UPR processes at the national and international levels.
- c) Increasingly recognition of the HRDs as individual persons or organizations despite the fact that specific law on HRDs has not been enacted in Tanzania. Some examples already given on recognition of HRDs include accreditation to observe national elections and offering civic education in 2019 and 2020. Moreover, the attendance of the Head of State to the THRDC's anniversary, is one of the indicators in this regard.
- d) Some of the HRDs' issues have been reflected into the National Human Rights Action Plan which is being coordinated by Ministry of Constitutional Affairs and Justice (MoCLA). For instance, the need for further review of laws governing freedom of expression was reflected into the said plan.
- e) Successfully empowered more the 2,984 HRDs on various aspects pertaining security management, risk assessment, etc. Also, handled at least 45 public interest litigations for HRDs. The Coalition successfully provided direct legal support to 249 HRDs across the country.
- f) THRDC empower 509 journalists (both mainstream and online) on matters pertaining to their working environment including laws governing the media operation sector, etc. Reporting rates on HRDs issues have increased e.g. a total of 512 human rights violations were reported (by the media) from 2012- 2021.
- g) THRDC successfully evacuated and rescued 57 HRDs who had been relocated to different safe places after they were threatened because of their human rights work.

11 For instance, a technical support offered by THRDC on the development of SPs, financial management, resource mobilization e.g. project proposal writing skills and financial management resulted into an ability of some of the member organizations like KIWOHEDE to secure funds from SIDA, ANGOZA, Door of Hope, MTWANGONET, PLAJAC, TUPACE and Paralegal Primary Justice from The Foundation for Civil Society and also the WOTESAWA to secure funds from other sources.

12 THRDC managed to enter written and unwritten MoU with some state's organs such as the Judiciary, Police, TAMISEMI, CHRAGG, etc.

Through this program, THRDC plans to sustain the positive results earned and intervention strategies used (mentioned in part one of this program document). Moreover, there are several lessons the Coalition picked for better implementation of this 2023-2027 program. One of the key lessons is a need to have survival or resilience strategies in case of unexpected incidents like COVID-19 and State's operations. More aspirations for the next five years are highlighted in paragraph 2.2 below.

2.2 ASPIRATIONS AND EXPECTATIONS FOR NEXT FIVE YEARS 2023 - 2027

Presence of 'draconian' (repressive) laws mentioned earlier; low awareness of HRDs' rights; and many other factors listed below, justify a need for stronger and scaled up interventions for the next five years. Moreover, during the planning processes, it was observed, inter alia that, despite perceived low intensity and range of violations against HRDs' rights, emerging trends e.g. fear of standing for pastoralist communities who are currently being taken from their traditional lands in some parts of Ngorongoro district, justify even innovative strategies going forward.

On the other hand, the THRDC's evaluation report mentioned earlier suggested a consideration of at least four criteria on issues to focus on during the next five year of this program. Such criteria mentioned are (i) presence of 'unfinished' (unaccomplished) business in all core functions of this Coalition; (ii) national plans e.g. the forthcoming elections of 2024 and 2025; National Human Rights Action Plan, the Five Years Development Plan (FYDP III) and the Zanzibar Development Vision 2050 (ZDV20250) which are now being implemented as national development's blueprints; (iii) global trends on HRDs agenda e.g. collective protection, inclusive interventions and reaching out the grassroots; and of course, (iv) prevailing needs of HRDs especially the THRDC's members and key partners.

Basing on those and other criteria, some of the issues proposed for consideration during the 2023-2027 program's phase were the following, namely:-

- a) Stronger and proactiveness (vibrancy) of THRDC's members e.g. decentralized secretariat's interventions; and, impact-based membership.
- b) Tightening protection mechanisms of HRDs e.g. (a) presence of national security strategy and plan for HRDs and improving accessibility of such services; (b) adopting collective protection strategies, measures and actions; (c) reflection of resilience strategies into HRDs' operations e.g. against untimely incidents like COVID-19 and State's actions of freezing bank accounts; and, (d) adopting national policy for protection of HRDs.
- c) Having fast, flexible and effective emergence response systems e.g. ability of HRDs to manage or mitigate their security concerns (resilience approach), etc.
- d) Improvement of an access to remedy e.g. introducing and institutionalizing legal aid component.
- e) More working relationship with wider range of stakeholders e.g. decision makers.
- a) Grounding the operations at grassroots. That is, having broader coverage to the ward and village levels – bottom-up approach. That is, strengthening social fabrics e.g. women, pastoralists, farmers, academic, etc. groups.
- b) Lessening the barriers e.g. adopt more advocacy approaches especially engagement and system strengthening of State's machineries of Mainland Tanzania and Zanzibar.

- c) Effective operationalization of ZCUs e.g. recruitment of specific coordinators.
- d) Improvement of monitoring and research components.
- e) Human Rights Grant Making Scheme for HRDs which is independent but affiliated to THRDC.
- f) *Watetezi* House as source of income/ investment strategy.
- g) Stronger advocacy components with clear indicators of successes e.g. domestication of all key human rights instruments and enforcement of the same; and, support an implementation of international obligations such as UPR processes.
- h) Effective and strategic government engagement on HRDs issues, access to justice and legal reforms

The level of achievement or realization of those aspirations above depends on the strengths or weaknesses or opportunities or challenges (SWOC) that THRDC and its members or other stakeholders would have and face when they operate. These are internal and external factors highlighted under paragraph 2.3 below.

2.3 INTERNAL AND EXTERNAL WORKING ENVIRONMENTS

The internal factors in this regard are typically relating to THRDC’s institutional operations in terms of systems, structures, procedures, ability, aptitude, etc. of the governing organs and members. On the other hand, the external factors are issues which could positively or adversely influence the external operation of THRDCs and its members. Those could be political, economic, social, technological or legal (PESTL) situations.

2.3.1 Internal Factors for Consideration

The internal factors were mentioned to be some internal drivers which would influence effective implementation of this SP for the next five years. Basically, these ones are resource-based issues e.g. human resource capacity; financial resources; and, physical resources. All these are necessary ‘inputs.’ Based on the discussions during the strategic planning processes as well as an experience, the following (Table 2.1) are considered as internal strengths and weaknesses: -

Table 2.1: THRDC’s Perceived Internal Strengths and Weaknesses

Strengths	Weaknesses
<ul style="list-style-type: none"> a) THRDC operates throughout the URT and it is registered under the relevant laws governing CSOs in Mainland Tanzania and Zanzibar. b) Have systems and structures which reinforces corporate good governance principles. c) Good internal control system, operation, financial, human resource, information technology, risk management, protection mechanism, resource mobilization, etc. 	<ul style="list-style-type: none"> a) Inadequate financial resources especially due to increased demands from HRDs. b) Absence of systems, structures and operational procedures on part of Zanzibar. c) Insufficient resilient, proactive, and responsive systems (mechanisms).

- | | |
|--|---|
| <ul style="list-style-type: none"> d) Have all needed and updates internal operational guidelines including on human resource, financial management, resource mobilization, protection mechanism, etc. e) Strong governing board which is independent and dedicated. f) Ability to mobilize resources from alternative sources e.g. solidarity fund scheme. g) Experienced, vibrant, inclusive, qualified and young workforce (staff). At least 85% of its staff have stayed with this Coalition for over 5 years. h) Presence of functional organs like the BODs and Secretariat. i) Presence of ZCUs which act as extended wings of THRDC at regional and other levels. j) Unique agenda i.e. protection and coordination of HRDs. k) Strong, inclusive and large membership base (thematically and geographically). l) Good reputation and trust (e.g. government, international organizations, members, community and others). m) Presence of technological facilities such as internet, website, social media pages, etc. n) It has an assortment of numerous collaborators in and outside the country. o) Have all necessary facilities including working tools and office spaces in Mainland and Zanzibar. p) Presence of goodwill the Coalition has earned. It receives a lot of supports including from the Heads of States of URT and Zanzibar. | <ul style="list-style-type: none"> d) Absence of contingency plan especially against disasters e.g. pandemics. e) Insufficient M&E frameworks e.g. linking grassroots based efforts by members with national ones by THRDC's secretariat. f) Insufficient utilization of IT opportunities e.g. absence of a separate department on ICT. g) Overdue members' subscription fees. h) Over-expectation of members in THRDC support of their activities. i) Lack of proactiveness of members on addressing issues. j) Poor documentation of results earned. Also, poor report writing skills. k) Lack of strong ZCUs. The units are still unable to service HRDs' organizations in their vicinity. l) Insufficient membership criteria and screening process. m) Visibility of members' intervention is relatively low. The Watetezi media platforms are yet to widen their scope of coverage. n) Weak reporting systems. |
|--|---|

The THRDC will build on the strengths mentioned above and other, while addressing the institutional weaknesses especially under result area number four. As for THRDC-Zanzibar, the Coalition gears to adopt an operational plan in order to hasten its taking off within not more than twelve months. Separate resources will be secured to set up the operational structures, system, procedures and recruitment of relevant office bearers.

2.3.2 External Factors for Consideration

A due consideration is made on the possible opportunities which THRDC could utilize and also, possible challenges or barriers which the Coalition would encounter during implementation of this program in 2023-2027. Such opportunities and challenges or barriers are observed in terms of PEST and other factors. Table 2.2 below summarizes the views of THRDC's stakeholders on opportunities and challenges.

Table 2.2: Perceived External Opportunities and Challenges Affecting THRDC's Operations

Opportunities (PEST)	Challenges (PEST)
<ul style="list-style-type: none"> a) Good relationship with the government. b) Goodwill and trust from development partners. c) ICT advancement e.g. digital platforms. d) Recognition of HRDs e.g. by the Head of States both URT President and President of Zanzibar. e) The current political regime (the current space) is somehow favorable. f) Presence of similar networks in Africa and beyond which partner with THRDC. g) Presence of a pull of human rights lawyers who are ready to offer pro bono services. h) Possibility of new constitutional process to resume in 2025. i) Developed physical infrastructures e.g. tarmac road networks all over the country (highways). j) Presence of legal frameworks on human rights, legal aid, criminal procedures, etc. k) Presence of public policies e.g. FYDP III and NHRAP which support some of components of HRDs. l) Increased civic awareness amongst community members – makes it easy to mobilize them. m) Decreased trend of COVID-19. 	<ul style="list-style-type: none"> a) Negative attitude on HRDs by some of State's officials. b) Resource Competition at National Level with UN and International Organizations c) Absence of legal and policy protection mechanisms of HRDs. d) Insufficient knowledge on the work of HRDs by law enforcers and other government authorities. e) Emerging of unconstructive competitors of HRDs' work from both members and non-members. f) Hostile collaboration with some of HRDs' stakeholders. g) Direct provision of HRDs emergency support to Tanzania HRDs without consulting the Coalition for verification. h) Existence of repressive laws which affect HRDs and CSOs sector at large. i) Global crisis example COVID-19; Russia-Ukraine war; etc.¹³ e.g. attributed to soaring fuel prices.

As it is a case for internal strengths and weaknesses, on these too (opportunities and challenges), the Coalition will make use of the same. For instance, the challenges are converted into being issues to address while the opportunities are mostly used as intervention strategies.

2.4 OPERATIONAL DIMENSIONS

As it is hinted in part one of this program's document, THRDC plans to strengthen the institutional and operational capacities of its members especially through ZCUs so that they can be active players on the ground. Therefore, to a large extent and save for only national based interventions, members will be in-charge of the interventions in this program document. Moreover, much as there are myriad human rights issues needing attention, THRDC will zero in its operations only to those directly relating to HRDs or which have direct implications to the

¹³ It was clarified during planning process that, the world economic depression which is partly attributed to COVID-19 and the said war has contributed to reduction in funding supports from donor countries.

same. However, through the stakeholders’ engagement strategy which will be operationalized during this phase (2023-2027), unrelated human rights issues emerged will be channeled to other stakeholders.

Thirdly, the Coalition plans to operate throughout the URT – this time without any legal barrier on part of Zanzibar. Through ZCUs, the Coalition’s interventions will be grounded down to the grassroots. The ZCUs are empowered to engage even informal groups for the purpose of creating collective and broader movements on HRDs issues.

2.5 APPROPRIATE STAKEHOLDERS

THRDC will continue working with various national and international stakeholders including all States’ machineries of Mainland Tanzania and Zanzibar. A careful selection of stakeholders will be considered as per the Stakeholders’ Engagement Strategy (SES) developed as one of the deliverables under this five-year plan.

Table 2.3 below makes a summary of key stakeholders and their categories that the Coalition will work on. Note that, detailed analysis of stakeholders and engagement criteria is under SES document.

Table 2.3: Categories of Potential Stakeholders of THRDC (Mainland and Zanzibar)

Main Categories	Sub-Categories	
	Mainland Tanzania	Zanzibar
Primary Stakeholders	<ul style="list-style-type: none"> ● THRDC’s members (individual organizations, ZCUs, thematic groups, etc.). ● Other HRDs (who are not members of THRDC). ● Potential and professional HRDs e.g. law enforcers/ State’s officials, students, etc. ● Other individual or group of persons with distinct characteristics e.g. indigenous populations, key population and sexual minority HRDs 	
Secondary Stakeholders	<ul style="list-style-type: none"> ● Relevant MDAs (ministries, departments and agencies of the State). ● Parliament of Tanzania. ● Judiciary of Tanzania. ● Regional and district administrations e.g. LGAs. ● Law Enforcers e.g. police, PCCB, DPP, A.G chambers, etc. ● Commissions e.g. LRCT, NEC, CHRAGG, etc. 	<ul style="list-style-type: none"> ● Relevant MDAs (ministries, departments and agencies of the State). ● Judiciary of Zanzibar. ● House of Representatives. ● Regional and district administrative organs e.g. Sheha. ● Law Enforcers e.g. police, prisons and special departments, DPP, ZAECA, A.G chambers, etc.).

	<ul style="list-style-type: none"> ● Registrar of Political Parties and political parties. ● All types of CSOs e.g. Societies, networks, all forms of media, trade unions, academic institutions, etc. ● Religious institutions e.g. BAKWATA, TEC and other Christian associations. ● Private institutions e.g. business associations, private law firms, etc. ● Social structures e.g. SACCOS, pastoralists' council of Tanzania, etc. ● Professional associations/institutions e.g. LST, TLS, EALS, TAWJA, IJA, etc. ● Legal aid service providers e.g. paralegals, <i>Vakil</i>, pro bono advocates, etc. 	<ul style="list-style-type: none"> ● Commissions e.g. Law Review Commission, ZEC, NEC, CHRAGG, etc. ● Political Parties. ● All types of CSOs e.g. Societies, networks, all forms of media, trade unions, academic institutions, etc. ● Legal aid service providers e.g. paralegals, <i>Vakil</i>, pro bono advocates, etc. ● Religious institutions e.g. Office of Mufti, <i>Ulamaa</i> Council, Christian associations, etc. ● Private institutions e.g. business associations, private law firms, etc. ● Social structures e.g. informal community groups in Unguja and Pemba. ● Professional associations/institutions e.g. LSZ, ZLS, IPA, etc.
Key Stakeholders	<ul style="list-style-type: none"> ● Registrars of Societies (Mainland Tanzania and Zanzibar). ● Registrar of NGOs. ● Funding Partners. ● UN Agencies. ● UN mechanisms. ● AU mechanisms. ● EAC platforms e.g. EACJ. ● International organizations and associations. ● Private sector/ business community. 	

A broader analysis of likeminded organizations will be indicated in SES, which, as said earlier, is one of the deliverables of this SP. Ideally, THRDC will ensure that, it works closely with stakeholders who have (i) relevancy to its interventions; (ii) some degree of contributions into its work; and, (iii) are strategic for influencing desired changes. There is a specific output on networking under KRA number two of this program document.

STRATEGIC DIRECTION AND RESULTS' AREAS

3.1 MAIN FOCUS AHEAD IN NEXT FIVE YEARS

It is learnt from the evaluation process which was conducted between January and April 2022 on the decade of an existence of THRDC that, (i) there were a number of unfinished 'business' after completion of the 2018-2022 SP; (ii) the Coalition has to work within its core functions mentioned earlier; and, (iii) most of the intervention strategies used previously should be maintained but with some modifications in order to fit into the current contexts e.g. geo-political factors influenced by the current regime. As such, the next five years of this 2023-2027 program is designed in a way that all those factors are taken into consideration in a modified and scale-up level.

This part of program document clarifies the key results areas (KRAs); results' chain, intervention strategies as well as the theory of change (summarized). This part is read together with Annex I.

3.1.1 Key Results Areas

Owing to the contextual situation and justifications narrated, albeit briefly, in part two of this program document, THRDC plans to focus on the same (previous) key results areas (KRAs). The said areas are on protection and security management; resilience of members and coalition building; and, advanced institutional development of the THRDC's secretariat. The KRAs, which are clarified in detail below, strategically incorporate some **prevention** and **control** aspects of issues pertaining to HRDs.

Information Box: THRDC's 2023-2027 Key Results Areas

- Members' empowerment and public engagement: Strengthen THRDCs members and other stakeholders' capacities and resilience.
- Protection and security management: Assurance of preventive protection and security management of HRDs (who are at potential risks).
- THRDC's institutional sustenance: Improvement of institutional performance and sustainability.

The protection, security, emergence responses and capacity building are actually inherent responsibilities and core functions of THRDC. All these are carried over from previous 2018-2022 SP, but with some modifications in order to scale up both interventions and results anticipated under this 2023-2027 program.

Moreover, evidence-based (data-driven) advocacy remains to be a routine task of this Coalition for the next five year. However, there are some strategies devised to enhance it including an improvement of research and documentation portfolio as well as adopting a framework e.g. advocacy policy which will aid a linkage between grassroots-based advocacy interventions and the national or international ones. On this particular issue, the ZCUs are eyed to be central operating organs.

3.1.2 Relevancy and Coherence to National and International Frameworks

The relevancy and coherence factors have also been considered in the design and operationalization of this five-year program. For instance, global trends on HRDs' protection and emergency response or support -approaches such as inclusive, non-discriminative and collective interventions have been considered e.g. by grounding HRDs' operations down to the grassroots through institutionalized ZCUs. This is also reflected into the main purpose (goal) of the 2023-2027 SP is contributing to the fostering of inclusive and enabling environments conducive to HRDs in Mainland Tanzania and Zanzibar.

On the other hand, the international and national human rights-related instruments were considered. For instance, apart from UN's and African Union's human rights conventions, treaties and declarations,¹⁴ the SP considers also the FYDP III which is the national development master plan and an implementing mechanism of the Sustainable Development Goal 2030 (SDGs); the National Human Rights Action Plan (NHRAP), now being finalized for adoption and implementation; the Zanzibar Development Vision 2050 which is also the country's blueprint development policy; etc.

Under this part, KRAs, deliverable outcomes, outputs and their performance indicators for the next five years are clarified. The intervention strategies are also reflected. This part of SP is read together with Annex I.

3.2 KEY INTERVENTION STRATEGIES

In a bid to scale up its operations for bigger results, THRDC plans under this SP to use, among others, the following intervention strategies: -

- a) Wider outreach: THRDC plans to adopt the world-wide move of collective enforcement of HRD issues e.g. protection, security, etc. As such the Coalition plans to strengthen further the ZCUs' capacities and all of its human rights thematic groups for them to reach out the grassroots down to the district, ward and village levels. Also, operationalization of THRDC-Zanzibar.
- b) Strategic engagement: Especially with duty bearers and development partners. It is learnt that, once the duty bearers i.e. State's machineries are effectively engaged, it is easy for HRD agenda to be bought in.¹⁵
- c) Right-based approach: Working towards strengthening national human rights mechanisms or systems like laws, rules, regulations, capacity building, etc. of the State's machineries¹⁶

¹⁴ Key one among others is the UN Declaration of Human Rights Defenders of 1998.

¹⁵ THRDC-Zanzibar has already started to earn a lot of benefits from this approach.

¹⁶ An experience of working with the Judiciary of Zanzibar from February 2022 shows how this approach could work well. For instance, the Judiciary of Zanzibar has accepted to introduce procedures of adjudicating human rights cases.

while at the same time empowering the HRDs to assert their needs through due legal processes.

- d) Members-oriented approach: Special attention is given to membership affairs especially empowering them to operate effectively and remotely in rural areas. The critical issues on institutional capacity including insufficient skills on resource mobilization will be addressed¹⁷.
- e) Most importantly, THRDC will ensure all other thematic areas of human rights other than civil and political rights are given much focus and attention by THRDC members from across the country including expanding the integration of HRDs working on disability rights, artists HRDs, HRDs defending natural resources, climate change activists, HRDs advocating for peace and security and HRDs working for key population and sexual minority groups in Tanzania.
- f) Results-based approach: ensuring that, there is **logic** and **correlation** between different results areas, their indicators, activities and their targets or milestones.
- g) Bottom-up approach: As a way of ensuring effective engagement of the grassroots partners, the bottom-up approach is adopted e.g. through ZCUs.
- h) Inclusivity: Relating to aforesaid, the Coalition plans to ensure that, all HRDs are mapped, identified and brought into this noble mission. Those include the law enforcers, youth, sexual minority and indigenous activists.
- i) Efficiency tactics: Particularly, use of members and leaders of thematic groups to reach out the grassroots in their vicinities and media platforms to reach out the entire country in cost-effective manner.
- j) Several other intervention strategies are indicated in each of the results' area. The said strategies are transcribed into actions through activities and deliverable outputs – see Annex 1.

3.3 STRATEGIC GOAL AND IMPACT

During the next five years (2023-2027) the THRDC plans to continue fostering a presence of enabling working conditions for the HRDs in Mainland Tanzania and Zanzibar. An inclusion of much wider sections of stakeholders who are potentially HRDs is one of the newly introduced variables.

As such, by 2027, THRDC will be able to *'contribute to the presence of secured, widely inclusive and enabling environments conducive for HRDs in Mainland Tanzania and Zanzibar.'* As said earlier on, efforts towards enabling environments for HRDs are contextually and strategically aligned with ongoing global and national efforts as stipulated by a number of UN, AU, EAC and national human rights frameworks mentioned in this program document.

The indicators for this SP's impact are also deduced from such frameworks. Meaning that, realization of THRDC's goal and impact, could mean direct contribution to the global and national human rights framework. Table 3.1 below shows such indicators.

¹⁷ There is proposed special funding scheme is reflected in this SP. Direct engagement of the members is not only a survival strategy, but also a mechanism of keeping the program's aspirations sustainable beyond its execution phase (2023-2027).

Table 3.1: Program’s Goal and Impact by 2027

Goal/ Impact	Impact’s Performance Indicators
<p>Contribute to the presence of secured, widely inclusive and enabling working environments for HRDs in Mainland Tanzania and Zanzibar.</p>	<ul style="list-style-type: none"> ● Improved (unclosing) civic space in which HRDs are recognized and operate freely. ● Adoption and promotion of HRDs’ agenda into the national legal, policy and institutional frameworks in line with the international standards. ● Increased number of HRDs actively promoting and protecting human rights in Tanzania ● Relevant impact’s indicators of FYDP III (of 2021/22-2025/26). ● Relevant impact’s indicators of the Zanzibar Development Vision of 2050. ● Relevant impact’s indicators of SDG 2030.

3.4 INTERMEDIATE AND IMMEDIATE RESULTS PER EACH KRA

3.4.1 KRA I: Preventive Protection and Security Management

As said earlier on, matters pertaining to protection and security management as well as emergence responses to issues facing HRDs are actually core functions of THRDC. Therefore, for the reasons mentioned earlier, the same are sustained for the next five years (2023-2027). However, unlike previous interventions on these aspects, this time around the Coalition has added and emphasized on ‘prevention’ aspect. The inclusion of this aspect is intended to re-focus the programs towards proactiveness or pre-emptiveness in addition of being reactive alone as used to be in the past. The proactiveness (i.e. preventive) approach is also aimed at building a solid foundation whereby security and protection issues on HRDs will be sustainably considered beyond the program’s phase in 2027.

On this KRA I then, during the next five years, it is intended that, *‘preventive protection and security management of HRDs are ensured.’* To achieve this particular intermediate result (outcome one), THRDC and its stakeholders have adopted and will use the following (among others) intervention strategies: -

- a) Firming research, documentation and dissemination of publications components by recruiting qualified personnel and then carrying out comprehensive review of the laws, policies and practices affecting HRDs.
- b) In relation to that, conducting periodical risks and HRDs’ impact assessments e.g., on threats, vulnerability, capacities, etc.; and devising appropriate responsive measures.
- c) Improving further advocacy approach by (i) making it evidence-based (data driven) – linked to research component; (ii) creating a solid linkage of advocacy issues between

grassroots and national or international levels; and (iii) adopting HRDs’ national advocacy strategy in order to systemize advocacy interventions by all THRDC’s members. The focus of advocacy interventions being on recognition of HRDs, lessening of barriers the defenders face in their work, etc.

- d) Ensuring an accessible, reliable, inclusive and timely legal remedy to all HRDs in need. This is through an institutionalizing of specialized legal aid programs for HRDs; public interest litigations; and other legal empowerment approach (LEA) initiatives.
- e) In relation to ‘e’ above, facilitate availability of material assistance to HRDs at risks including transport, shelter (temporary relocation), social assistance, medical support, digital security, communication, psychological, etc.
- f) Monitoring and pursuing an implementation of international obligations relevant to HRDs e.g., through UPR processes.
- g) Intensifying awareness and sensitization on HRDs rights, protection, security issues and other needs through capacity building trainings to HRDs and duty bearers; media engagement; dialogues; publications; periodical stakeholders’ forums (e.g., annual members or directors’ forums); etc.
- h) Publishing on an annual basis, the situational reports of state of HRDs’ rights in Mainland Tanzania and Zanzibar.

The strategies indicated above are (most of them) transcribed into deliverable outputs and activities. The performance indicators for Outcome I and its Outputs are indicated in Annex I, which is also a result framework for this five-year program.

Table 3.2: Outcome I and its Outputs on Protection and Security Management

Outcome I	Deliverable Outputs for Outcome I
Preventive protection and security management of HRDs are ensured.	<ul style="list-style-type: none"> 1.1 HRDs are promptly aided and protected from potential risks. 1.2 HRDs, communities and other stakeholders assertive and proactively engage in protection and security management interventions. 1.3 Issues pertaining HRD are incorporated and enforced through the relevant national legal, policy and national institutional frameworks. 1.4 Pertinent issues pertaining HRDs are addressed. 1.5 Adoption of HRDs National Protection Policy

NOTE: The key quantitative baseline data available as of July 2022 and expectations for 2023-2027 SP on this KRA I are:-

- a) Capacity building trainings on protection/ security: Currently 2,984 HRDs (females being 42%) have been trained on security and protection mechanisms. Expecting to train (and re-train) at least 6,000 HRDs by 2027 (being 100% increase).

- b) Trainings of media practitioners: Currently 509 journalists engaging in human rights reporting (females being 34%) have been trained on various human rights topics. Expecting to train around 1,000 journalists including bloggers by 2027 (being nearly 100% increase).
- c) These and other baseline data are indicated in logic framework (LFA) attached herewith.
- d) Number of HRDs received emergency supports: Currently 408 individual HRDs have received various forms of such supports including legal representation, temporary relocation and family support. Expecting at least 600 individual HRDs will be given emergency support by 2027 (being 50% increase).
- e) Number of HRDs' lawyers: Currently 100 practicing Advocates (lawyers) have been trained on specialized skills of handling HRDs' cases and are currently retained for that purpose on voluntary basis. Expecting 200 lawyers to join the pool by 2027 (being 100% increase).
- f) Number of emergency incidents: Currently, 512 HRDs' related incidents that needed emergency support occurred. Expecting to reduce the number to less than 250 incidents by 2027 (being 100% decrease of incidents of violation).
- g) Strategic litigations: Currently 10 strategic litigations have so far been lodged and adjudicated by the court of law. Expecting 10 strategic litigations will be lodged by 2027 (being an average of 2 case per annum).

3.4.2 KRA II: Members' Empowerment and Public Engagement

The legitimacy of THRDC lies on its members because it is established in Mainland Tanzania and Zanzibar to serve the same. Progresses have been made over a period e.g., from concentrating to build membership base (2012-2017's phase) to institutional enablement of the members (2018-2022's phase). A specific membership affairs' portfolio within THRDC's secretariat and ZCUs were introduced from 2018.¹⁸ Despite the achievements earned so far, more is desired to make the members (i) empowered institutionally; and therefore, (ii) becoming more vibrant in their operations at their vicinity. A need for broader and strategic engagement with other stakeholders (nationally and internationally) is yet another strong desire going forward.

Through this KRA II, it is envisaged that by 2027 a situation, '*THRDC's members and other stakeholders' capacities and resilience are strengthened.*' To achieve this particular intermediate result, THRDC and its members have adopted and will use the following (among others) intervention strategies: -

- a) Operationalize ZCUs so that most of the interventions will have to be decentralized for members to implement and reach the grassroots.
- b) Empowering ZCUs to offer technical assistance to members at zonal level e.g. through well scheduled monitoring, evaluation and support visits.
- c) Formulating the code of conduct of THRDC's members which outlines, among others, issues pertaining solidarity, areas of human rights promotion and protection, communication, standardization of some approaches especially on advocacy, etc.

¹⁸ All these resulted into, among others, handy response to members' needs including offering them needs-based institutional capacity supports like development of SPs, imparting skills on digital security and resource mobilization.

- d) Establishing HRDs’ endowment funding facility (for THRDC’s members, secretariat, etc.) – KRA IV.
- e) Conducting periodical appraisal of members’ capacity and design needs-based capacity building training.
- f) Constructing in Dodoma city a model HRDs’ resource center for THRDC’s members and general public (Watetezi House as one Human Rights Stop Center in Tanzania for all HRDs and other human rights stakeholders)
- g) Devising or rather improving the stakeholders’ engagement and communication strategies.
- h) Creating more platforms for members, government departments, development partners, the public and other stakeholders (HRDs’ spaces) to engage each other e.g. annual forums; *Watetezi Day*, Watetezi House Stop Center in Dodoma, CSOs directors annual reflections, Online Watetezi Database, One Stop Center Website for all members of THRDC, CSOs and partners regular strategic meetings and media engagements; etc.
- i) Adopting branding and visibility strategy for HRDs e.g. publicity materials, social media applications, etc.
- j) Devising THRDC’s national advocacy strategy with a view of tapping and linking grassroots-based advocacy issues with the national and international levels.
- k) Improving further the membership portfolio within the THRDC’s secretariat e.g. establishing the database which is linked to ZCUs.
- l) Making effective use of available opportunities at national and international levels in order to advance HRDs’ agenda e.g. through UPR process, HRDs’ day, human rights days, etc.

The strategies indicated above are adapted in this plan document as deliverable outputs and activities. The performance indicators for Outcome II and its Outputs are indicated in Annex I, which is also a result framework for this five-year program.

Table 3.3: Outcome II and Its Outputs on Members Empowerment and Public Engagement

Outcome II	Deliverable Outputs for Outcome II
THRDC’s members and other stakeholders’ capacities and resilience are strengthened.	<ul style="list-style-type: none"> 2.1 THRDC’s coordination unit of members is upgraded. 2.2 ZCUs of Mainland and Zanzibar are empowered institutionally. 2.3 A model THRDCs resource center for HRDs constructed in Dodoma city (Watetezi one stop center). 2.4 HRDs are vibrant in their constituency. 2.5 Scope of the HRDs’ operations widened to the grassroots, at thematic and other levels. 2.6 Key and relevant stakeholders engaged.

NOTE: The key quantitative baseline data as of July 2022 and expectations for 2023-2027 SP on this KRA II are:-

- a) Trends in social media (visibility): Currently 2.4 million viewers and subscribers of all THRDC' social media pages. Expecting at least 5 million viewers and subscribers of all social media pages (being 100% increase).
- b) Number of THRDC's members (Mainland Tanzania): Currently 202 members. Expecting to increase to not more than 400 members by 2027.
- c) Number of THRDC's members (Zanzibar): Currently 35 members. Expecting to increase to not more than 100 members by 2027.
- d) Number of Zones (ZCUs): Currently 11 ZCUs. Expecting to have not more than 15 ZCUs by 2027.
- e) Members' financial capability: Currently, majority (41%) of members had an estimated annual budget (EAB) below TZS 50 million; while only 20% of members had EAB of between TZS 51 and 100 million. Only 4% of the members had EAB above TZS 1 billion. Expecting that members with EAB of at least TZS 50 million to increase by 100%; and, those with EAB of above TZS 100 million to increase by 100 as well.

3.4.4 KRA III: THRDC's Institutional Performance and Sustainability

The THRDC's evaluation report of April 2022 cited earlier indicates that, this Coalition has evolved and steadily grown up institutionally over period of time as it is explained in Part II of this SP document. However, the THRDC's steadily growth was adversely affected to a certain extent by an outbreak of COVID-19 and more severely by the State's authorities which froze the Coalition's bank accounts for a year or so from July 2019. Several lessons were picked from these and other incidents including the need to have contingent plans. Moreover, the move to scale up intervention strategies as indicated above under KRAs I, II and III have implications to all types of resources as well as the institutional governance.

As such, through this KRA III, the Coalition envisages '*enhanced performance and sustainability of THRDC in Mainland Tanzania and Zanzibar.*' To achieve this intermediate result, THRDC and its members have adopted and will use the following (among others) intervention strategies: -

- a) Establishing HRDs' endowment funding facility (for grassroot HRDs in Tanzania etc.).
- b) Operationalize resource mobilization strategy at ZCUs level as well in order to have financial sustainability.
- c) Improving the M&E system which (i) digitalized (automated); (ii) links with THRDC-Zanzibar and ZCUs; and, (ii) effectively maps all results earned per the results' framework (Attachment I).
- d) Operationalizing the THRDC-Zanzibar to ensure that it is fully resourced, and all institutional structures and systems are in place.
- e) Constructing a model HRDs office, resources and conference facilities in Dodoma (Watetezi House -One Stop Center).
- f) Hiring, developing, motivating and maintaining skilled staff. 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.

- g) Improving further the capacity of its oversight organs, particularly of the BODs of Mainland Tanzania and Zanzibar.
- h) Ensuring that THRDC and members develop clear sustainability plans. This includes development of financial resilience plans.
- i) Devising different platforms, modalities and avenues of sharing and receiving feedback on the activities implemented.¹⁹
- j) Designing a checklist for ensuring compliance with all statutory obligations of the laws governing THRDC (Mainland Tanzania and Zanzibar).
- k) Updating all operational policies and guidelines including on financial management, procurement, accounting, BOD's charter, human resource, succession plan, risk management framework, security, gender mainstreaming, ICT use, continuous education of the staff, salary schemes, etc.
- l) Establishing a specific portfolio of Information and Communication Technology unit (ICT).

The strategies indicated above are actually transcribed into actions and deliverable outputs. The performance indicators for Outcome III and its Outputs are indicated in Annex I, which is also a result framework for this five year program.

Table 3.4: Outcome III and Its Outputs on Performance and Sustainability of THRDC

Outcome III	Deliverable Outputs for Outcome III
Performance and sustainability of THRDC in Mainland Tanzania and Zanzibar are enhanced.	2.1 Improved institutional performance (effectiveness) of THRDC head office.
	2.2 Improved efficiency of THRDC (Mainland and Zanzibar).
	2.3 THRDC-Zanzibar is fully operational, and its performance enhanced.
	2.4 THRDC, ZCUs, thematic groups and individual members operate sustainably.

NOTE: The key quantitative baseline data as of July 2022 and expectations for 2023-2027 SP on this KRA III are:-

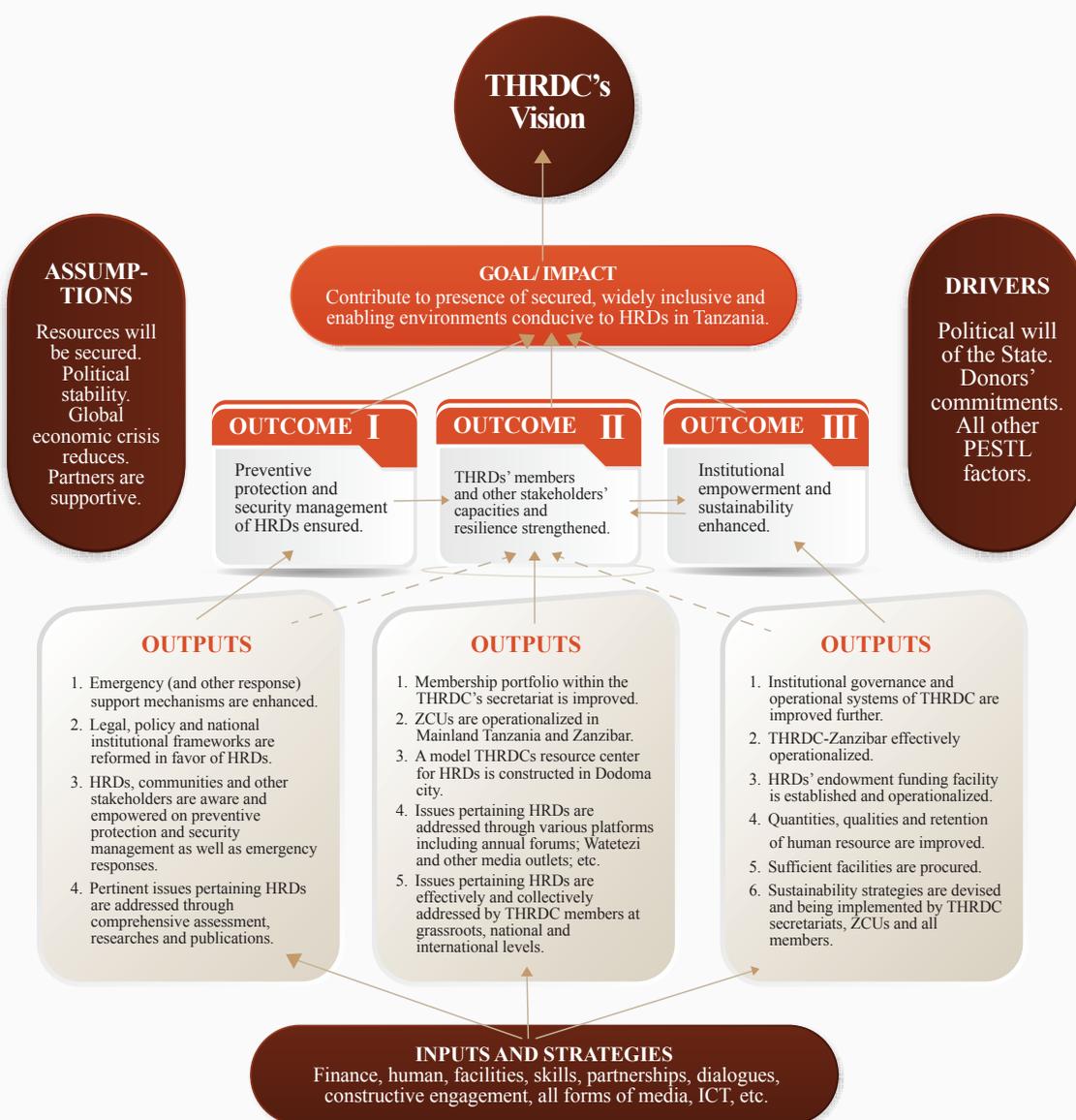
- a) Number of staff: Currently 22 (50% females). Expecting at least 25 staff (50% females, 3% PWDs).
- b) Number of donors: Currently 23. Expecting at least 25 donors.
- c) Amount of financial support: Currently TZS 9.2 billion. Expecting at least TZS 30 billion by the 2027
- d) Amount of THRDC's development fund: Currently TZS 60,000,000 million. Expecting at least TZS 300,000,000 million

¹⁹ Those include monthly, quarterly, bi-annual and annual reports; e-newsletters; meetings with donor, members, government; etc.

3.5 SUMMARY: THEORY OF CHANGE

Preventive protection and security management; emergency response; empowerment of members; and institutional development and sustainability are core and thematic areas this action seeks to realize in the coming five years (2023-2027). That is, if the HRDs’ capacities and skills on preventive protection and security as well as emergence responses will be improved further; and, if THRDC’s members will be empowered to be assertive and vibrant in their respective vicinities; and also, if the THRDC’s secretariat will have sufficient resources and improve further skills, systems and operation, will contribute to the presence of secured environment for HRDs to operate in Mainland Tanzania and Zanzibar. Figure 3.1 below explains the logic connectivity of the results areas as pathways toward realization of the program’s impact and THRDC’s vision (for Mainland and Zanzibar).

Figure 3.1: Theory of Change – THRDC’s Strategic Direction



Source: THRDC’s Planning Process, July 2022.

Note that, in Zanzibar's context, an assumption on political stability include also presence of the Government of National Unity (GNU).

Strategically, through this action (SP), the HRDs are empowered to be main motorists of the intended changes needed for a more opened up civic space. This is why due attention is given to ZCUs. An empowerment in this regard depends on at least three interventions including, preventive protection, security and emergency responses. In all these, capacity building programs are designed. The prevention entails advocacy for legal reform in order to have favorable legal environments for HRDs.

Apart from empowerment of HRDs to become assertive of their own interest, through a right-based approach, the supply (duty bearers) side is holistically involved. For instance, there are sensitization and other actions to strengthen duty bearers understanding of HRDs issues (protection, security, emergency response, etc.) are incorporated in this program. Advocacy and capacity building initiatives are inherent and cross-cutting issues.

This logic flow does not disrupt the current organizational structure and departmentalization of THRDC head office. However, Zanzibar's side will have to devise a stand-alone structure – similar to the one on part of Mainland Tanzania in order to make the M & E system centralized.

PART FOUR

IMPLEMENTATION, MONITORING AND EVALUATION

4.1 APPROACHES TO IMPLEMENTATION

The THRDC retains same implementation, monitoring and evaluation (M&E) approaches as it had during the previous SP's phase. However, with the establishment of THRDC-Zanzibar and institutionalization of ZCUs, some adjustments on the M&E framework and implementation structure of this 2023-2027 program was unavoidable. Among others, digitalized M&E framework as well as intra and inter-connection between THRDC head office, THRDC-Zanzibar and ZCUs are devised.

Secondly, since the KRAs as indicated in Figure 3.1 above are interlocked to achieve the same strategic goal, then holistic approach of program's implementation is necessary as it is explained further below. This is also a justification why THRDC calls for basket or long term assured funding scheme.

Thirdly, the results' chain is made in such a way that, there is a chronological flow between program's impact, outcomes, outputs and inputs. In this way, it is easy to map deliverance of results as well as ensuring efficient management of funds e.g. against misallocations.

The strategic approaches for implementing this program include:-

- a) Devise digitalized M&E framework/ system which links THRDC's secretariats of Mainland Tanzania, THRC-Zanzibar and ZCUs.
- b) Facilitate ZCUs to have M&E systems which tally with the main one.
- c) Effective engagement with the public through the grassroots-based intervention strategies mentioned earlier on including media and empowerment of ZCUs to stimulate HRDs' movements in their respective vicinities.
- d) Mobilization of adequate resources from different sources and delegating most of the activities or projects to member organizations.
- e) Systemize implementation of activities through adoption of operational guidelines and manuals.
- f) Development of operational plan ('Mini-SP') for THRDC-Zanzibar.

- g) Departmentalization of the secretariat to match with the needs of all KRAs.
- h) Recruitment of qualified and experienced M&E specialists for THRDC's main office and THRDC-Zanzibar.
- i) Use different platforms, modalities and avenues to share and receive feedbacks on the activities implemented. Those include monthly, quarterly, bi-annual and annual reports; e-newsletters; meetings with donor, members, government; etc.
- j) Design a checklist for ensuring compliance with all statutory obligations of the laws governing THRDC (Mainland Tanzania and Zanzibar).

4.2 MAIN FEATURES OF M&E SYSTEM

The digitalized M&E system will be deduced from the logic framework attached herewith. It will comprise of performance indicators for an impact, each outcome and all outputs. The activities will have quantified milestones aligned to respective outputs.

There will also be a requirement to indicate types and sources of data to measure those indicators, frequency of the data collection and analysis, as well as who will gather the data (responsibilities).

Moreover, the said system will include tools and processes for monitoring and evaluating programs' implementation. The tools for M&E system 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 (not limited to):-

- a) Periodical implementation meetings (PIMs) at departmental and managerial levels – THRDC's main secretariat, THRDC-Zanzibar and ZCUs.
- b) Management meetings – THRDC's main secretariat, THRDC-Zanzibar and ZCUs.
- c) BODs Meetings - THRDC's main secretariat, THRDC-Zanzibar (quarterly each side).
- d) Joint BODs meetings i.e. meetings between BODs of Mainland Tanzania and Zanzibar (twice a year).
- e) General Assembly (GA) meetings - THRDC's main secretariat, THRDC-Zanzibar e.g. to use annual forums as GA.
- f) Regular e-meetings with members especially through their respective zones or thematic groups.
- g) Physical visitation of members.
- h) Staff appraisals THRDC's main secretariat, THRDC-Zanzibar.
- i) Auditing of financial reports.
- j) Midterm assessments.
- k) Meetings with funding partners.

Note: The M&E system was 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 Programs Manager; and, the second one will be on finance and administration matters, to be headed by the Finance and Administration Manager.

4.3 MONITORING FUNCTIONS AND STRUCTURES

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

4.3.1 Board of Directors

The BODs (of THRDC's Mainland and Zanzibar) shall be responsible for:-

- i) Supervising the implementation of this Plan and related interventions.
- ii) Reviewing and approving annual plans and budgets.
- iii) Providing overall leadership to the Coalition and guidance to the management.
- iv) Preparing for and executing both midterm and final external evaluations.
- v) Develop and approve THRDC policies
- vi) Resources Mobilization

4.3.2 Management Teams

The Management Teams (of THRDC's Mainland, Zanzibar and ZCUs) shall be responsible for:-

- i) Reviewing tools for the M&E system.
- ii) Preparing progress reports to BODs and funding partners.
- iii) Documenting cases and lessons from the field.
- iv) Facilitate annual retreats for self-reflection.

4.3.3 Monitoring and Evaluation Officers

The M&E Program Officers (of THRDC's Mainland, Zanzibar and ZCUs) shall be responsible for:-

- i) Developing tools for the M&E system
- ii) Establishing a comprehensive M&E system.
- iii) Coordinating monitoring functions on behalf of the senior Management.
- iv) Developing and supervising implementation of M&E system.
- v) Organizing monitoring visits and evaluation missions to ZCUs and individual members.
- vi) Documenting and sharing results, success stories and learned lessons.

4.4 POTENTIAL RISKS AND MITIGATING FACTORS

The challenges mentioned in Table 2.2 above could, some of them, be potential risks which if occurred, will affect this program's implementation. One of the most critical challenges is funding. The fuel and other global economic depression factors could have direct implications on the financing of this 2023-2027 program. Table 4.1 below highlights more information including possible mitigation strategies.

Table 4.1: Risks Analysis and Mitigation Strategies

Possible Operational Risk	Probability & Intensity of the Risk	Mitigation Strategies or Measures
If disasters like COVID-19 will have to occur.	Medium	Prepare a contingency plan. Maintain contingency or emergency budget.
If repressive laws and regulations are not amended (change) in favor of HRDs.	Medium	Invest more in advocacy Maintain engagement strategies with relevant authorities Develop and maintain compliance plans
If needed, resources are not secured.	Low	Repackage our resource mobilization strategy, specifically on each category of sources of funds. Prioritize activities that produce quick wins. Develop Investment Strategy Hire resource Mobilization officer
If HRDs and other actors withdraw from advocating as a result of repressive practices by authorities and others.	Medium	Increase empowerment programs and protection strategies to HRDs and other actors.
If the repressive civic space and threats increases the Coalition's staff turnover.	Medium	Increase empowerment programs on risk assessment and security management. Ensure home and office security including digital and physical.

APPENDICIES

ANNEX I: LOGIC (RESULTS’) FRAMEWORK

Table 5.1: Detailed Results Framework (LFA) for 2023-2027 Phase

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Overall Goal (IMPACT)	Impact Indicators		
Contribute to the presence of a secured, widely inclusive and enabling operating environment for HRDs in Mainland Tanzania and Zanzibar.	<ul style="list-style-type: none"> ● Improved civic space in which HRDs are recognized and operate freely. ● Adoption and promotion of HRDs’ agenda into the national legal, policy and institutional frameworks in line with the international standards. ● Relevant impact’s indicators of FYDP III (of 2021/22-2025/26). ● Increased number of HRDs actively engaged in human rights promotion and protection ● Relevant impact’s indicators of the Zanzibar Development Vision of 2050. ● Relevant impact’s indicators of SDG 2030. ● Relevant impacts indicators of the National Human Rights Action Plan 	<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. ● FYNDP III evaluation report 	<ul style="list-style-type: none"> ● Political will is maintained. ● Undemocratic regime. ● General elections. ● New draconian laws. ● Media landscape. ● Global Economic crisis.

OUTCOME I	Outcome Indicators		
Preventive protection and security management of HRDs are ensured.	<ul style="list-style-type: none"> ● HRDs are promptly aided and protected from potential risks. ● HRDs, communities and other stakeholders assertively and proactively engage in protection and security management interventions. ● Issues pertaining to HRD are incorporated and enforced through the relevant national legal, policy and national institutional frameworks. ● Pertinent issues pertaining to HRDs are addressed. 	<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"> ● Availability of financial resources ● Political will ● New suppressive laws
Output 1.1	Output Indicators (1.1)		
Emergency (and other response) support mechanisms are enhanced.	<ul style="list-style-type: none"> ● Decreased incidents of threat, factors of vulnerability and improved HRDs' capacity to mitigate risks. ● HRDs are empowered and become assertive through legal aid services. ● HRDs are capable and resilient to manage their security. ● HRDs are fortified from risky situations and continue to operate remotely. 	<ul style="list-style-type: none"> ● Annual situation report ● Annual Progressive Report 	<ul style="list-style-type: none"> ● Political will ● Financial availability

<i>Activities for Output 1.1</i>	<i>Targets/ Milestones for Activities of Output 1.1</i>		
1.1.1 Conducting periodical risks assessments on factors attributing to threats and vulnerability of HRDs.	<ul style="list-style-type: none"> ● 2 comprehensive assessments conducted per annum in Mainland and Zanzibar (through ZCUs). ● 2 capacity needs assessments on risks and resilience are conducted annually (1 in Zanzibar). ● Training manual of risk management and resilience strategies for Mainland and Zanzibar is developed and updated annually to suit the prevailing contexts. 	<ul style="list-style-type: none"> ● Activity reports ● Developed documents (manuals) 	<ul style="list-style-type: none"> ● Availability of resources ● Conducive political situation
1.1.2 Capacitating risks and resilience to HRDs and general public on risks and resilience matters facing HRDs.	<ul style="list-style-type: none"> ● 1,000 individual HRDs (300 of Zanzibar) are trained on risks management and resiliency strategies - annually. ● 600 organization HRDs are trained at institutional level by ZCUs in each year (on the same subject matter). Of those organizations, 100 are from Zanzibar. ● 600 law enforcers and other States' machineries including LGAs (100 of Zanzibar) are capacitated on rights and duties of HRDs each year. ● At least 5,000 individual persons/ public members are empowered on the same subject matters per annum through trainings, mass media, public meetings, dialogues, etc. 	<ul style="list-style-type: none"> ● Activity reports ● Developed documents (manuals) 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment

<p>1.1.3 Establishing accessible, reliable, inclusive and timely legal aid services to needy HRDs.</p>	<ul style="list-style-type: none"> ● Applications for registration submitted to MoCLA by April 2023 (Mainland and Zanzibar). ● Certificate of registration as legal aid provider (LAP) obtained from MoCLA by March 2023. ● All other requirements of legal aid scheme are considered by April 2023. 	<ul style="list-style-type: none"> ● Activity reports ● Registration certificate 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<p>1.1.4 Operationalizing legal aid services scheme.</p>	<ul style="list-style-type: none"> ● Legal aid portfolio established by April 2023. ● 1 lawyer recruited as legal aid coordinator or sister law firm engaged for Mainland and Zanzibar by April 2023 (to start processing registration). ● 2 legal aid guidelines (documents) for HRDs developed (Mainland and Zanzibar). ● 100 THRDC's pro bono lawyers are oriented on legal aid services in perspective of HRDs by May 2023 (at ZCUs). ● 100 HRDs receive legal aid services per annum through ZCUs (20% for Zanzibar). ● 2 Bi-annual reports on state of legal aid service provisions and issues for advocacy revealed prepared in June and December each year (1 for Zanzibar). 	<ul style="list-style-type: none"> ● Activity reports ● Developed documents (manuals) ● Operational legal aid portfolio 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment

<p>1.1.5 Pursuing strategic or public interest litigations to issues pertaining to HRDs</p>	<ul style="list-style-type: none"> ● At least 4 public interest litigations are pursued per annum (Mainland). ● At least 2 public interest litigations are pursued per annum (Zanzibar). 	<ul style="list-style-type: none"> ● Activity reports ● Developed documents (manuals) ● Case filing documents 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<p>1.1.6 Designing the emergency funding modality for supporting HRDs (in Mainland and Zanzibar).</p>	<ul style="list-style-type: none"> ● 1 special emergency fund established for supporting HRDs in need by June 2023. ● The management of the special fund is delegated to a certain extent to ZCUs. 	<ul style="list-style-type: none"> ● Activity reports ● Developed documents (manuals) 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<p>1.1.7 Establishing a hub of HRDs at risk at national level - leveraging with the existing regional and international hubs on the same.</p>	<ul style="list-style-type: none"> ● 1 hub established/ mechanisms to leverage with the existing regional and international hubs identified and agreed by July 2023. 	<ul style="list-style-type: none"> ● Activity reports ● Operational hub 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<p>1.1.8 Material assistance to HRDs including digital security and temporary relocations</p>	<ul style="list-style-type: none"> ● At least 20 HRDs accorded with evacuation/ temporally relocation support per annum (15% on part of Zanzibar). ● At least 20 HRDs supported medical needs per annum (15% on part of Zanzibar). ● At least 10 HRDs, dependents and survivors supported annually in Mainland and Zanzibar. 	<ul style="list-style-type: none"> ● Activity reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment

<p>1.1.9 Supporting HRDs at risk with digital and physical security appliances (both home and office).</p>	<ul style="list-style-type: none"> ● 2 audits conducted to THRDC and at least 50 members audited annually (30% in Zanzibar). ● 1 <i>Watetezi App</i> or <i>Watetezi-Dharura App</i> or related digital system (for both Mainland and Zanzibar) established and operationalized by June 2023. ● At least 300 HRDs are oriented on the use of the said digital system annually (30% being Zanzibar). ● At least 100 HRDs are supported via the use of this application in each year (20 in Zanzibar). 	<ul style="list-style-type: none"> ● Activity reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<p>Output 1.2</p>	<p>Output Indicators (1.2)</p>		
<p>Legal and policy frameworks are amended in favor of HRDs.</p>	<ul style="list-style-type: none"> ● Recommendations or alternative Bills are shared to the State’s authorities. ● Recommendations on proposed reforms are adopted by the States’ machineries. ● Provisions of some of relevant laws are amended. ● HRDs’ recommendations on legal reforms are reflected in UPR and similar international procedures. ● Judicial procedures of Zanzibar reflect human rights and constitutional mechanisms. 	<ul style="list-style-type: none"> ● Annual situation report ● Annual Progressive Report ● MoUs’ signed and ● Activity reports 	<ul style="list-style-type: none"> ● Political will ● Financial availability ● Supportive legal environment

	<ul style="list-style-type: none"> ● Number of MoU entered between THRDC and several state departments ● Criminal justice system including the prisons (Mainland and Zanzibar) reviewed and improved ● HRDs law or policy in the process of development 		
<i>Activities for Output 1.2</i>	<i>Targets/ Milestones for Activities of Output 1.2</i>		
1.2.1 Analyzing all relevant laws on freedom of expression, access to justice, juvenile justice, freedom of assembly, press, association, etc of Mainland and Zanzibar.	<ul style="list-style-type: none"> ● 2 legal and policy analysts hired for 30 days (Mainland and Zanzibar) by February 2023. ● 1,000 legal/ policy briefs on recommended reforms published and disseminated (30% for Zanzibar) by 2027. ● At least 2 alternative Bills are submitted to the governments of Mainland and Zanzibar annually. 	<ul style="list-style-type: none"> ● Activity reports ● Developed documents (manuals) 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
1.2.2 Conducting strategic meetings with relevant States'	<ul style="list-style-type: none"> ● 4 meetings with the law reform/ review commissions of Mainland and Zanzibar conducted annually. ● 4 meetings (2 in Zanzibar) with central and LGAs conducted annually. ● 4 meetings (2 in Zanzibar) with the Parliament and House of Representatives' relevant standing committees conducted annually. 	<ul style="list-style-type: none"> ● Activity reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment

<p>1.2.3 Participating in the regional and international human rights forums.</p>	<ul style="list-style-type: none"> ● Attended at least 6 regional forums (African level) per annum. ● Attended at least 6 international forums e.g. UPR, etc. per annum. ● At least 5 shadow/ alternative reports to UN treaty monitoring bodies prepared and submitted. ● At least 3 Complaints on human rights violations are submitted to Regional and international human rights mechanism annually 	<ul style="list-style-type: none"> ● Activity reports ● Submitted reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<p>1.2.4 Forming law review thematic groups of local and international CSOs.</p>	<ul style="list-style-type: none"> ● 2 thematic groups (1 in Zanzibar) consist of 30 CSOs @, formed by April 2023. ● 6 meetings of the thematic groups conducted in Mainland and Zanzibar annually. ● 2 bi-annual and 2 annual progress reports on status of law review and UPR recommendations are published. 	<ul style="list-style-type: none"> ● Activity reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<p>1.2.5 Conducting media and other stakeholders' advocacy and legal review empowerment programs.</p>	<ul style="list-style-type: none"> ● 24 media programs (12 in Zanzibar) are aired both TV and Radio (Mainstream and online – apart from Watetezi TV) per annum. ● At least 100 stories or news (30 in Zanzibar) are covered by print newspapers every year. ● 300 various stakeholders (100 in Zanzibar) meet annually to deliberate on law reforms. 	<ul style="list-style-type: none"> ● Activity reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment

Output 1.3	Output Indicators (1.3)		
Pertinent issues pertaining HRDs are addressed [through compressive assessment, research, and publications].	<ul style="list-style-type: none"> • Various forms of research on HRDs’ rights conducted. • Fact findings missions on HRDs’ issues carried out. • Key issues implicating the HRDs operational space identified. • At least 20 Publications are published per annual (15% from Zanzibar) 	<ul style="list-style-type: none"> • Activity reports • Publication’s report 	<ul style="list-style-type: none"> • Availability of funds • Conducive HRDs working environment • Supportive legal environment
<i>Activities for Output 1.3</i>	<i>Targets/ milestones for Activities of Output 1.3</i>		
1.3.1 Conducting research on situation of HRDs in Mainland and Zanzibar.	<ul style="list-style-type: none"> • 2 research consultants hired for total 60 days per annum (Mainland and Zanzibar). • 1,000 copies of Annual Situation Report of the Rights of HRDs in Tanzania published and disseminated. • 300 copies of Annual Situation Report of the Rights of HRDs in Zanzibar published and disseminated. • 50% of such copies translated into Kiswahili language are published and disseminated in Mainland and Zanzibar. 	<ul style="list-style-type: none"> • Activity reports • Research and Publication reports 	<ul style="list-style-type: none"> • Availability of funds • Conducive HRDs working environment • Supportive legal environment
1.3.2 Conducting research on other themes relating to HRDs in Mainland and Zanzibar.	<ul style="list-style-type: none"> • 2 research consultants hired for total 60 days per annum (Mainland and Zanzibar) – for all types of research. • At least 2 concrete thematic areas on HRDs are researched on per annum (1 in Zanzibar). 	<ul style="list-style-type: none"> • Activity reports • Research and Publication reports 	<ul style="list-style-type: none"> • Availability of funds • Conducive HRDs working environment • Supportive legal environment

	<ul style="list-style-type: none"> At least 1,000 copies of reports of chosen study area are published and disseminated annually (30% for Zanzibar). 		
1.3.3 Conducting fact findings and other forms of monitoring or assessment missions.	<ul style="list-style-type: none"> At least 4 fact finding missions are conducted per annum (2 in Zanzibar). At least 4 other field related monitoring and evaluation interventions are conducted per annum (2 in Zanzibar). 	<ul style="list-style-type: none"> Activity reports 	<ul style="list-style-type: none"> Availability of funds Conducive HRDs working environment Supportive legal environment
1.3.4 Issuing press statements, newsletters, etc.	<ul style="list-style-type: none"> Around 10 press statements are issued per annum (30% in Zanzibar). 24 e-newsletters produced per annum (12 in Zanzibar). 	<ul style="list-style-type: none"> Activity reports Media reports 	<ul style="list-style-type: none"> Availability of funds Conducive HRDs working environment Supportive legal environment
Output 1.4	Output Indicators (1.4)		
HRDs, communities and other stakeholders are aware and empowered on preventive protection management skills and human rights .	<ul style="list-style-type: none"> HRDs, communities and other stakeholders have knowledge on preventive and protection management skills. HRDs, communities and other stakeholders are able to potentially risks on their security. HRDs, communities and other stakeholders take some actions on protection and security management. 	<ul style="list-style-type: none"> Activity reports Security management resolutions implementation report 	<ul style="list-style-type: none"> Availability of funds Conducive HRDs working environment Supportive legal environment

<i>Activities for Output 1.4</i>	<i>Targets/ Milestones for Activities of Output 1.4</i>		
<p>1.4.1 Conducting security needs assessment in Mainland and Zanzibar.</p> <p>Note: The needs assessment will consider THRDC's thematic areas.</p>	<ul style="list-style-type: none"> ● 2 consultants hired for 30 days to conduct an assessment in 20 regions of Mainland and Zanzibar by February 2023. ● 2 separate reports on security needs assessment for Mainland and Zanzibar are made available by January 2023. ● 100 HRDs validated the report for 1 days by February 2023 in Mainland and Zanzibar (50% each side). 	<ul style="list-style-type: none"> ● Activity reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>1.4.2 Revising Mainland Tanzania's THRDC's protection and security capacity building manual.</p>	<ul style="list-style-type: none"> ● 1 consultant engaged to revise the manual based on the current operational context, redeveloped to suit the empowerment needs by March 2023. ● 100 copies printed and disseminated. 	<ul style="list-style-type: none"> ● Updated manual 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>1.4.3 Developing THRDC-Zanzibar's protection and security capacity building manuals.</p> <p>Note: The capacity building manuals will consider THRDC's thematic areas.</p>	<ul style="list-style-type: none"> ● 1 consultant engaged to develop the manual based on the findings of the needs assessment by March 2023. ● 200 copies printed and disseminated annually – based on thematic areas. 	<ul style="list-style-type: none"> ● Updated manual 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>

<p>1.4.4 Conducting preventive protection and security (both digital and physical) management/ risk assessment training to new and existing HRDs through ZCUs.</p> <p>Note: Basing on specific needs of each thematic area.</p>	<ul style="list-style-type: none"> ● 2 security management and risks assessment training consisting of 50 HRDs @, conducted in every ZCU per annum (Mainland and Zanzibar). ● 5,500 HRDs empowered on security management and risk assessment by 2027 (30% from Zanzibar). 	<ul style="list-style-type: none"> ● Activity reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>1.4.5 Conducting preventive protection and security (both digital and physical) management/ risk assessment training to other stakeholders.</p> <p>Note: Based on specific needs of the THRDC's thematic areas.</p>	<ul style="list-style-type: none"> ● 4 trainings (2 in Zanzibar) involving 100 States' officials conducted annually. ● 10 trainings (2 in Zanzibar) involving 500 secondary college students (university level) conducted annually => through established school/ human rights clubs. ● 4 trainings (2 in Zanzibar) involving 1,000 journalists, CSOs, community members, etc. conducted annually. 	<ul style="list-style-type: none"> ● Activity reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>1.4.6 Conduct Human Rights Refresher Trainings for Judges and Magistrates</p>	<ul style="list-style-type: none"> ● 2 Trainings (1 in Zanzibar) involving 80 Judges and Magistrates conducted annually 	<ul style="list-style-type: none"> ● Activity reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>

1.4.7 Conduct Human Rights Refresher Trainings for Law Enforcers	<ul style="list-style-type: none"> • 11 Trainings involving 50 individuals conducted (1 Training in each Zone) annually 	<ul style="list-style-type: none"> • Activity reports 	<ul style="list-style-type: none"> • Availability of funds • Conducive HRDs working environment Supportive legal environment
1.4.8 Conduct refresher courses on human rights for Advocates in both Tanzania Mainland and Zanzibar	<ul style="list-style-type: none"> • 2 Trainings Conducted Annually involving 50 Advocates 	Activity reports	<ul style="list-style-type: none"> • Availability of funds • Conducive HRDs working environment Supportive legal environment
1.4.9 Conduct Trainings for grassroots HRDs/CSOs on how to monitor, document and share human rights violations at grassroots levels	<ul style="list-style-type: none"> • 2 Trainings Conducted Annually involving 50 HRDs 	Activity reports	<ul style="list-style-type: none"> • Availability of funds • Conducive HRDs working environment Supportive legal environment
1.4.10 Train CSOs on accessing regional and international human rights mechanisms.	<ul style="list-style-type: none"> • 14 Trainings conducted for each of the 14 Thematic Groups (involving 50 HRDs) 	Activity reports	<ul style="list-style-type: none"> • Availability of funds • Conducive HRDs working environment Supportive legal environment
1.4.11 Support CSOs to come up with joint human rights shadow reports and UPR reports Activity	<ul style="list-style-type: none"> • 14 Thematic Groups Supported 	Thematic groups reports	<ul style="list-style-type: none"> • Availability of funds • Conducive HRDs working environment Supportive legal environment

1.4.12 Support the participation of CSOs at regional and international human rights mechanisms	At least 10 CSOs Representatives Supported Annually	<ul style="list-style-type: none"> ● Meeting's participation reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
1.4.13 Train CSOs on resource mobilization and management (2 Trainings Conducted Annually involving 50 HRDs)	Two trainings conducted annually 100 members organizations/ HRDs empowered	<ul style="list-style-type: none"> ● Activity reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment
OUTCOME II	Outcome Indicators		
THRDC's members and other stakeholders' capacities and resilience are strengthened.	<ul style="list-style-type: none"> ● THRDC's coordination unit of members is upgraded. ● ZCUs of Mainland and Zanzibar are empowered institutionally. ● A model THRDCs one stop resource center for HRDs constructed in Dodoma city. ● HRDs are vibrant in their constituency. ● Scope of the HRDs' operations widened to the grassroots and other levels. ● Key and relevant stakeholders engaged. 	<ul style="list-style-type: none"> ● Operational ZCU ● Operational RC in Dodoma City ● Newspaper cuttings. ● Situation reports. ● Annual progressive reports. ● NGOs and human rights database. ● CSOs annual reports. 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment

Output 2.1	Output Indicators (3.1)		
<p>Membership portfolio within the THRDC's secretariat is improved.</p>	<ul style="list-style-type: none"> ● Systems and procedures of managing ZCUs in place. ● Membership portfolio similar to the one in Mainland's THRDC established on part of THRDC-Zanzibar. ● Installation and updating of members' database in Mainland and Zanzibar. ● Increased budget allocation for membership support e.g. periodical support visits. 	<ul style="list-style-type: none"> ● Established systems for ZCUs coordination ● Operational membership database ● Operational membership management portfolio established in Zanzibar 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<p><i>Activities for Output 2.1</i></p>	<p><i>Targets/ Milestones for Activities of Output 2.1</i></p>		
<p>2.1.1 Establishing and operationalizing systems and procedures of managing/ coordinating ZCUs in Mainland and Zanzibar.</p>	<ul style="list-style-type: none"> ● Institutional capacity needs of ZCUs mapped by April 2023 (also, considering thematic areas). ● Membership eligibility criteria for existing and new members codified and adopted by February 2023. ● 2 membership databases (1 for Zanzibar) installed by February 2023. ● Code of conduct or standard operating procedures (SOPs) for ZCUs reviewed. ● Communication and automated feedback mechanism between individual members, ZCUs, Mainland and Zanzibar's THRDC developed and applied. 	<ul style="list-style-type: none"> ● Activities reports ● Operational system ● Updated membership eligibility criteria 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment

<p>2.1.2 Establishing a membership portfolio in Zanzibar.</p>	<ul style="list-style-type: none"> ● 1 qualified staff responsible for membership affairs hired. ● [All other requirements under Activity 2.1.1 considered under this Activity 2.1.2]. 	<ul style="list-style-type: none"> ● Staff recruitment report ● Operational membership portfolio 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>2.1.3 Facilitating the THRDC's thematic groups to operate effectively.</p>	<ul style="list-style-type: none"> ● Specific capacity needs of each of 14 thematic group identified [linked to interventions above]. ● Members of the thematic groups are trained according to their specific capacity gaps. ● Code of conducts or other forms of guidelines for operationalization of thematic groups formulated and in use by June 2023. ● Other interventions are carried out as per each thematic group's action plan. 	<p>Activity reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>2.1.4 Devising motivation strategies to enhance individual members' capacity and vibrancy on the ground.</p>	<ul style="list-style-type: none"> ● 2 memberships satisfaction surveys conducted per annum (one for each side of Tanzania). ● 1 annual award event of the best individual and organizational HRDs organized annually in Mainland Tanzania. ● 1 annual award event of the best individual and organizational HRDs organized annually in Zanzibar. 	<p>Activity reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>

	<ul style="list-style-type: none"> • HRDs' SACCOS/ Solidarity Fund is established and operationalized by December 2023. • HRDs' social events e.g. HRD's Marathon is organized in May or December each year. • At least one Public Event on Human Rights Awareness raising with members (preferably during international human rights day) is conducted per annum 		
2.1.5 Coordinating commemoration of HRDs Day (Including International WHRDs day in November).	<ul style="list-style-type: none"> • 1 HRDs' day attended by more than 300 individual persons commemorated annually in Mainland Tanzania. • 1 HRDs' day attended by more than 100 individual persons commemorated annually in Zanzibar. • 1 WHRD day attended by 50 WHRDs from Tanzania Mainland and Zanzibar 	Activity reports	<ul style="list-style-type: none"> • Availability of funds • Conducive HRDs working environment Supportive legal environment
Output 2. 2	Output Indicators (2.2)		
ZCUs are operationalized in Mainland Tanzania and Zanzibar.	<ul style="list-style-type: none"> • Physical ZCU offices established/ designated. • 11 Zonal Coordinators hired by the Coalition. • ZCUs are empowered. • HRDs and human rights promotion scaled up at the zonal level 	Physical offices and addresses Recruitment report	<ul style="list-style-type: none"> • Availability of funds • Conducive HRDs working environment • Supportive legal environment

Activities for Output 2.2	Targets/ Milestones for Activities of Output 2.2		
2.2.1 Operationalizing the ZCUs.	<ul style="list-style-type: none"> Physical office spaces of ZCUs procured by July 2023. Facilities for ZCUs procured by July 2023. 11 ZCUs officers are recruited by August 2023. Systems and procedures including policies, guidelines, etc. for ZCUs are reviewed by July 2023. 	Procurement reports	<ul style="list-style-type: none"> Availability of funds Conducive HRDs working environment Supportive legal environment
2.2.2 Offering technical and financial support to members.	<ul style="list-style-type: none"> At least 11 physical visits to ZCUs are conducted in a year (Mainland and Zanzibar). 4 monitoring and technical visits are conducted by ZCUs in their respective constituencies/ zones per annum. At least 30% of individual members are visited secretariats in Mainland and Zanzibar in each year. 12 virtual meetings are conducted per annum (6 in Zanzibar). 	Activity reports	<ul style="list-style-type: none"> Availability of funds Conducive HRDs working environment Supportive legal environment
Output 2.3	Output Indicators (2.3)		
A model THRDCs Watetezi House -One Stop Center resource center for HRDs is constructed in Dodoma city.	<ul style="list-style-type: none"> Presence of a functional resource center. Number and diversities of resource center users. Improved government relationship and constructive engagements in Dodoma 	<ul style="list-style-type: none"> Operational resources center 	<ul style="list-style-type: none"> Availability of funds Conducive HRDs working environment Supportive legal environment

<i>Activities for Output 3.3</i>	<i>Targets/ Milestones for Activities of Output 3.3</i>		
2.3.1 Designing and constructing the Watetezi One Stop Center resource center for HRDs in Dodoma city.	<ul style="list-style-type: none"> ● Site identified, designed and furnished by November 2023. ● Resource center development strategy formulated by April 2023. ● Financial and other resources mobilized by October 2023. ● All legal procedures of constructing the resource center are observed. ● Resource center constructed per a plan by November 2027. 	Activity reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
2.3.2 Operationalizing the model resource center.	<ul style="list-style-type: none"> ● Furnishing the Watetezi center with all facilities as per development strategy [mentioned above]. ● Resource center operationalized according to the use. 	Activity reports Operational RC	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
Output 2.4	Output Indicators (2.4)		
Issues pertaining HRDs are addressed through various platforms including annual forums; <i>Watetezi</i> and other media outlets; etc.	<ul style="list-style-type: none"> ● Presence of Watetezi media platforms including TV and social media pages. ● Media including community radio and traditional media are used. 	<ul style="list-style-type: none"> ● Operational Watetezi TV and its platforms and handles ● Established and operational Watetezi Radio 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<i>Activities for Output 2.4</i>	<i>Targets/ Milestones for Activities of Output 2.4</i>		
2.4.1 Improving and maintaining the <i>Watetezi</i> media and other digital platforms maintained.	<ul style="list-style-type: none"> ● Watetezi online TV maintained. ● Establishment of Watetezi Radio ● Watetezi Instagram page maintained. ● Watetezi App and other outputs are maintained. 	<ul style="list-style-type: none"> ● Activities reports Operational Watetezi Radio and its handles 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment

	<ul style="list-style-type: none"> ● Number of subscribers and followers of the Watetezi media platforms. ● Watetezi Media Studio is established ● THRDC's website for its members established by March 2013 and maintained periodically. 	<ul style="list-style-type: none"> ● Well-functioning THRDC's Website 	
2.4.2 Organizing media programs for members through mainstream, community radio and social media.	<ul style="list-style-type: none"> ● At least 50 THRDC's members (thematic groups observed), are facilitated to air their programs through different media outlets in each year. ● 100 TV programs involving THE DC and its members per aired per annum. ● 100 radio programs involving THE DC and its members per aired per annum. ● 300 social media live streams involving THRDC and its members per aired per annum. 	Activities reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
Output 2.5	Output Indicators (2.5)		
Issues pertaining HRDs are effectively and collectively addressed by THRDC members at grassroots, national and international levels.	<ul style="list-style-type: none"> ● Stakeholders are systematically engaged on HRDs issues at different levels. ● Grassroots communities are aware of HRDs' rights and needs. 	Activities reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment

<i>Activities for Output 2.5</i>	<i>Targets/ Milestones for Activities of Output 2.5</i>		
2.5.1 Engaging numerous stakeholders at national and international levels.	<ul style="list-style-type: none"> ● 2 through stakeholders' analysis conducted (1 in Zanzibar). ● Stakeholders' Engagement Strategy (SES) document developed for Mainland and Zanzibar. 	Activities reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
2.5.2 Grounding HRDs' operation to the grassroots and other levels through Watetezi media and other platforms.	<ul style="list-style-type: none"> ● At least 2% annual increase rate of new members enrolled in each ZCU (Mainland and Zanzibar). ● Watetezi TV maintained (Mainland and Zanzibar). ● Watetezi other media platforms maintained (Mainland and Zanzibar). ● THRDC websites in Mainland and Zanzibar maintained – as per target indicated above. ● 10 college and 20 school HRDs' clubs established by September 2023. ● At least 150,000 community members reached through meetings, dialogues, etc. organized by HRDs at the grassroots, district, regional, national or international levels. ● Number of meetings organized by THRDC [This is linked to an activity above]. 	<ul style="list-style-type: none"> ● Activities reports ● Operational HRDs Clubs 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
2.5.3 Establishing HRDs clubs in higher learning institutions and support the same.			
2.5.4 Developing publicity materials on the role and importance of HRDs.	<ul style="list-style-type: none"> ● 1,000 fliers, brochures and other IEC materials published and disseminated each year (30% Zanzibar). 	Activities reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment

<p>2.5.5 Participating in various regional and international human rights forums (mentioned earlier).</p>	<ul style="list-style-type: none"> ● At least 10 individual HRDs (30% Zanzibar) representing their respective zones or thematic groups attend regional and international forums per annum. 	<p>Activities reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>2.5.6 Organizing dialogues and awareness sessions from grassroots to the international levels. Commemoration of HRDs Day</p>	<ul style="list-style-type: none"> ● HRDs day commemorated once per year [involving 300 participants]. ● Number of meeting sessions THRDC has attended at regional and international levels [linked an Activity above]. ● Grassroots based dialogues with 1,000 community members organized each year in Mainland and Zanzibar (30% for Zanzibar). 	<p>Activities reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>OUTCOME III</p>	<p>Outcome Indicators</p>		
<p>Performance and sustainability of THRDC in Mainland Tanzania and Zanzibar are enhanced.</p>	<ul style="list-style-type: none"> ● Improved institutional performance (effectiveness) of THRDC head office. ● Improved efficiency of THRDC (Mainland and Zanzibar). ● THRDC-Zanzibar is fully operational, and its performance enhanced. ● THRDC, ZCUs and individual members operate sustainably. 	<ul style="list-style-type: none"> ● Annual reports ● Financial strength and sustainability reports ● Midterm and end-term evaluation reports ● Manpower retention capacity report ● Operational equipment's reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>

Output 3.1	Output Indicators (3.1)		
Internal operational mechanisms including policies of THRDC head office are improved further.	<ul style="list-style-type: none"> ● Presence of all policies reformed. ● Institutional risk management and contingency framework adopted. 	<ul style="list-style-type: none"> ● Activities reports 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
<i>Activities for Output 3.1</i>	<i>Targets/ Milestones for Activities of Output 3.1</i>		
3.1.1 Reviewing all THRDC's institutional policies.	<ul style="list-style-type: none"> ● All institutional policies are reviewed by March 2023. 	Activities reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
3.1.2 Adopting institutional risks management and contingency framework.	<ul style="list-style-type: none"> ● The institutional risk management framework adopted by March 2023. ● The contingency plan against all forms of disaster e.g. epidemics and pandemics formulated by June 2023. 	Activities reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
3.1.3 Develop THRDC Sub-Grant Policy along with Human Rights Grant Facility	<ul style="list-style-type: none"> ● 1 Consultant engaged to support the development of the policy ● 1 policy developed and operationalized by January 2023 ● Coalition's institutional frameworks designed to accommodate sub grating mechanisms by April 2023 	Operational Policy Engagement contract	<ul style="list-style-type: none"> ● Availability of funds ● Conducive policy implementation environment

Output 3.2	Output Indicators (3.2)		
THRDC-Zanzibar's structures, systems and operational mechanisms are established and operationalized.	<ul style="list-style-type: none"> ● Implementation of Presence of operational plan of 2 – 3 years. ● Presence of all types of resources. ● Presence of institutional guidelines, policies, etc. 	<ul style="list-style-type: none"> ● Zanzibar operational plan ● Operational policies and manuals for the Zanzibar Office 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
<i>Activities for Output 3.2</i>	<i>Targets/ Milestones for Activities of Output 3.2</i>		
3.2.1 Recruiting and maintaining staff.	<ul style="list-style-type: none"> ● 1 Zanzibar national coordinator recruited. ● 2 program coordinators recruited. ● 6 administrative support staff including security, accountant, receptionists, driver, etc. recruited. 	<p>Recruitment report</p> <p>Activities reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
3.2.2 Renting an office space.	<ul style="list-style-type: none"> ● Office space with at least five rooms rented/ procured in an easy to reach area at Unguja by February 2023. ● 	Procurement/ rent contracts	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment

<p>3.2.3 Procuring office facilities including standby generator and live power backup storage (Uninterruptible Power Supply (UPS)).</p>	<ul style="list-style-type: none"> ● All relevant office furniture such as chairs, tables, rockers, etc. procured by February 2023. ● All relevant working tools including computers, printers, photocopiers, internet routers, etc. procured by February 2023. ● 1 generator and security systems e.g. CCTV camera for an office installed by March 2023. ● 2 Live power backups (uninterruptible power supply UPS) for an office installed by March 2023 for Mainland and Zanzibar 	<p>Procurement reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<p>3.2.4 Formulating all key operational policies.</p>	<ul style="list-style-type: none"> ● All relevant policies e.g. on human resources, financial management, procurement, ICT, security, etc. formulated and being implemented by April 2023. ● Risk management framework adopted by April 2023. ● Modern accounting system installed by April 2023. 	<p>Operational policies Operational risk management framework</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<p>Output 3.3</p>	<p>Output Indicators (3.3)</p>		
<p>Institutional governance including oversight bodies improved further.</p>	<ul style="list-style-type: none"> ● Members of the Board of Directors of THRDC Mainland Tanzania and Zanzibar are more knowledgeable of managerial and operational issues. 	<ul style="list-style-type: none"> ● Activity reports ● Updated Constitutions 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment

	<ul style="list-style-type: none"> ● The constitutions of THRDC Mainland Tanzania and Zanzibar amended periodically as of 2027. 		
Activities for Output 3.3	Targets/ Milestones for Activities of Output 3.3		
3.3.1 Trainings of Board of Directors (BODs) on governance issues.	<ul style="list-style-type: none"> ● 4 training sessions based on capacity gaps organized by the BODs per annum (2 for Zanzibar). ● Trend of performance of BODs' mandates. 	Activities reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
3.3.2 Developing/improving BODs' charter and conflict of interest policy.	<ul style="list-style-type: none"> ● 1 BODs' charter developed for THRDC-Zanzibar by March 2023. ● 1 BODs' charter reformed for Mainland's THRDC by February 2023. ● 2 conflict of interest policies developed by April 2023 (1 for Zanzibar). 	Updated BOD Charter for Mainland Developed Zanzibar BOD Charter	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
3.3.3 Amending the constitutions of THRDC (Mainland and Zanzibar) to accommodate recent development	<ul style="list-style-type: none"> ● Constitution amended by June 2023. ● Registrar of NGOs is informed accordingly. 	<ul style="list-style-type: none"> ● Updated Constitution ● AGM minutes 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
3.3.4 Organizing all statutory and other managerial or oversight meetings.	<ul style="list-style-type: none"> ● 4 BODs meeting organized per annum for Mainland and Zanzibar (each 4 meetings). ● At least 12 management meetings conducted per annum for Mainland and Zanzibar (each 12 meetings). 	Board meetings reports Management meeting reports Partners / authorities engagement meeting reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment

	<ul style="list-style-type: none"> ● 10 meetings with development partners organized/ attended per annum for Mainland and Zanzibar (each 10 meetings). . ● At least 6 meetings with regulatory authorities organized/ attended per annum for Mainland and Zanzibar (each 6 meetings). ● A number of other meeting opportunities created or invited. 		
Output 3.4	Output Indicators (3.4)		
Quantities, qualities and retention of human resource are improved.	<ul style="list-style-type: none"> ● Number of human resources increased. ● Capacity building initiatives adopted. ● Staff motivation strategies devised. ● Staff capacity and performance improved 	<ul style="list-style-type: none"> ● Recruitment reports ● Staff empowerment reports ● Staff motivation strategies developed 	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
Activities for Output 3.4	Targets/ Milestones for Activities of Output 3.4		
3.4.1 Recruiting staff and volunteers.	<ul style="list-style-type: none"> ● Number of staff recruited annually/ periodically on positions indicated in the human resource manual [=> from currently 22 to 30 by 2027 (at least 50% being females and 3% PWDs)]. ● 11 zonal coordinators recruited by September 2023. ● Human resource manual updated annually to reflect the prevailing context. ● Volunteering policy formulated by April 2023. ● Number of volunteers recruited annually. 	Recruitment reports Updated operational manuals	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment

<p>3.4.2 Training of staff (Mainland and Zanzibar).</p>	<ul style="list-style-type: none"> ● Staff (in-service) training policy devised by June 2023. ● Comprehensive human resource capacity development plan formulated by June 2023. ● Number of staff (50% Zanzibar) trained on various skills relevant to core functions of THRDC – basing on their capacity needs. 	<p>Activities reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>3.4.2 Devising motivation strategies and implement the same.</p>	<ul style="list-style-type: none"> ● Salary scheme reviewed once per annum. ● 2 bi-annual staff meetings ('Wafanyakazi Baraza') organized (1 for Zanzibar). ● 1 staff retreat organized annually (combining Mainland and Zanzibar). ● 1 event of annual award of the best staff and volunteer performers organized annually (combining Mainland and Zanzibar). ● HRDs' SACCOS is established and operationalized by December 2023 [Linked to activity 2.1.4 above]. 	<p>Activities reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>Output 3.5</p>		<p>Output Indicators (3.5)</p>	
<p>Sufficient facilities including office spaces and vehicles are increased.</p>	<ul style="list-style-type: none"> ● Office space in Dar es Salaam. ● Office spaces in 11 zones (Mainland and Zanzibar). ● Construction of Dodoma Office. ● Security systems. ● Other facilities as per current needs. 	<p>Activities reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>

<i>Activities for Output 3.5</i>	<i>Targets/ Milestones for Activities of Output 3.5</i>		
3.5.1 Procuring office spaces.	<ul style="list-style-type: none"> ● 1 office space with at least 15 rooms rented/ constructed/ purchased in Dar es Salaam annually (before December of each year). ● 11 ZCUs offices rented in Mainland and Zanzibar by March 2023; and, are retained by December 2027. ● 1 model HRDs' Watetezi one stop resource center is constructed in Dodoma city and fully furnished by December 2027. 	Activities reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
3.5.2 Procuring office facilities e.g. working tools.	<ul style="list-style-type: none"> ● Number of computers procured periodically – for head office and others. ● Number of printers procured periodically – for head office and others. ● Number of photocopiers procured periodically – for head office and others. ● Number of vehicles procured periodically – for head office and others. ● Number of other working tools procured periodically – for head office and others. ● Internet services maintenance procured periodically – for head office and others. ● Mail Server Installation eg. Ms Exchange maintenance (office365) procured periodically – for head office and others 	Activities reports Assets register	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment

	<ul style="list-style-type: none"> ● Anti-Virus & Firewall (Cyberoam) maintenance procured periodically – for head office and others. ● Number of Hardware Upgrading and Maintenance procured periodically – for head office and others. ● Disaster Recovery Server (Cloud) procured periodically – for head office and others. ● Online Server (website hosting) procured- for head office and others. ● Uninterruptable Power Supply (UPS) for both Mainland and Zanzibar 		
3.5.3 Installing and maintaining security systems.	<ul style="list-style-type: none"> ● Security systems (physical and electronic) procured and installed in all THRDC’s offices by February 2023. ● Security systems (physical and electronic) procured and installed in some of the long term and top senior staff’s residential areas by June 2023 (depending on the risk and security challenges) 	Activities reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
3.5.4 Establish Information and Communication Technology (ICT) unit	<ul style="list-style-type: none"> ● 3 Qualified staffs (Full Stack Developer, System Administrator and Graphics Designer) responsible for ICT Unit hired. ● ICT Unit portfolio is established by March 2023. 	Recruitment reports Developed documents (manuals)	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment

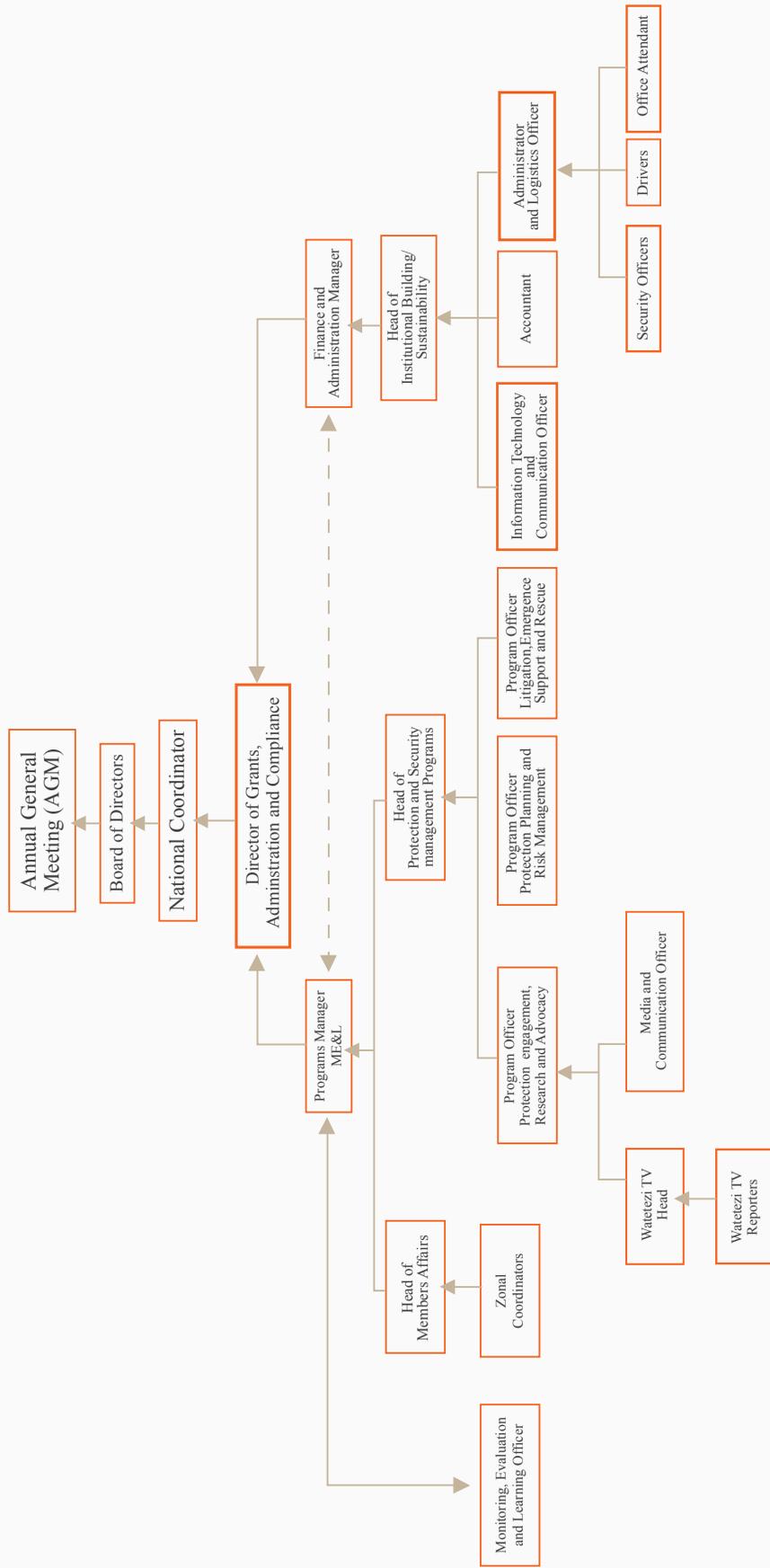
	<ul style="list-style-type: none"> ● Developing ICT unit policies and infrastructures for THRDC and Stakeholders. ● Developing of different digitalized software and applications for THRDC and Stakeholders as per requirements. ● Ensuring the smooth proceeding of organization and research activities and offers comprehensive services using the latest advances in information technology. ● 		
Output 3.6	Output Indicators (3.6)		
Sustainability and succession strategies are devised and being implemented by THRDC secretariats, ZCUs and all members.	<ul style="list-style-type: none"> ● Presence of succession plan. ● Presence of resource mobilization strategy. ● Presence of contingency strategy/ risk management framework. ● Presence of the exit plan for the existing National Coordinator 	Operational succession plan Operational RMS National Coordinator’s Exit Plan	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment
<i>Activities for Output 3.6</i>	<i>Targets/ Milestones for Activities of Output 3.6</i>		
3.6.1 Developing and implementing succession plan or strategy.	<ul style="list-style-type: none"> ● 1 consultant hired for 30 days to develop the succession plan/ strategy of THRDC by September 2023. ● Staff oriented on the said plan/ strategy annually. 	Activities reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment ● Supportive legal environment

<p>3.6.2 Formulating/ updating and using resource mobilization strategy.</p>	<ul style="list-style-type: none"> ● 1 consultant hired for 30 days to develop/ update the resource mobilization strategy of THRDC (Mainland and Zanzibar) by February 2023. ● 1 consultant is hired to execute the strategy for at least 1 year from February 2023 (to guide mobilization of all needed resources for this SP by at least 75% by March 2024). ● Staff oriented on the said strategy annually. 	<p>Activities reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>3.6.3 Devising institutional contingency strategy/ risk management framework.²⁰</p>	<ul style="list-style-type: none"> ● 1 consultant hired for 30 days to develop the contingency or risk management framework of THRDC (Mainland and Zanzibar) by June 2023. ● Staff oriented on the said plan/ strategy annually. 	<p>Activities reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>
<p>Output 3.7 Output Indicators (3.7)</p>			
<p>HRDs’ endowment funding facility established and operationalized.</p>	<ul style="list-style-type: none"> ● Presence of the endowment funding facility – THRDC’s Mainland Tanzania and Zanzibar. ● Presence of the sub-granting policy – THRDC’s Zanzibar. 	<p>Activities reports</p>	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment <p>Supportive legal environment</p>

20 This one will address risks like pandemics and operation of the law/ law enforcers – learning from what happened between 2019 and 2021 to THRDC.

<i>Activities for Output 3.7</i>	<i>Targets/ Milestones for Activities of Output 3.7</i>		
3.7.1 Designing and registering to appropriate body the HRDs' funding facility.	<ul style="list-style-type: none"> ● 1 consultant hired for 60 days to research on, designing and process registration of the HRDs' funding facility by April 2023. ● The HRDs' funding facility is registered by July 2023. 	Activities reports Operational funding facility	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment
3.7.2 Operationalizing the HRDs' funding facility/ Subgrating.	<ul style="list-style-type: none"> ● 1 consultant is retained for at least 1 year to operationalize the funds and secure at least 75% of the expected funding [linked to activity 3.6.2]. ● Number of HRDs benefited from this funding scheme annually (Mainland and Zanzibar). 	Operational HRDs funding strategy Supported HRDs reports	<ul style="list-style-type: none"> ● Availability of funds ● Conducive HRDs working environment Supportive legal environment

ANNEX II: THTRDC's ORGANOGRAM (MAINLAND TANZANIA)



ANNEX III: THRDC's ORGANOGRAM (ZANZIBAR)



ANNEX IV: THRDC MEMBERSHIP COORDINATION ZONES



- | | | | |
|---|------------------------|---|-----------------------|
|  | EAST LAKE ZONE |  | NORTHERN ZONE |
|  | WEST LAKE ZONE |  | SOUTHERN COASTAL ZONE |
|  | SOUTHERN ZONE |  | CENTRAL ZONE |
|  | SOUTHERN HIGHLAND ZONE |  | EAST COAST ZONE |
|  | WESTERN ZONE |  | UNGUJA |
| | |  | PEMBA |

ANNEX V: THRDC's MEMBERS THEMATIC AREAS

TANZANIA HUMAN RIGHTS DEFENDERS COALITION - MEMBERS THEMATIC AREA

Freedom of Expression

Social Rights and
Accountability

Minority Rights

Children Rights

Disability Rights

Environment and
Climate Change

Economic, Cultural and
Natural Resources Rights

Pastoralist, Farmers
and Indigenous Rights

Gender and Women
Rights

Legal Aid and Access
to Justice

Political and Civic
Rights

Human Rights in
General

Freedom of association
and Assembly Rights

Development, Peace
and Security Rights

ANNEX VI: BUDGET SUMMARY ESTIMATES OF 2023 – 2027 PROGRAMS

This section in a nutshell provides the projected budget summary for the Coalition’s coming five years of the third phase SP (2023-2027) implementation. Basing on the current context for HRDs protection demands, THRDC plans to focus on three key results areas (KRAs). These result areas include: -

- a. Preventive protection and security: Assurance of preventive protection and security management of HRDs (who are at potential risks)- **Outcome one**
- b. Members’ empowerment and public engagement: Strengthen THRDCs members and other stakeholders’ capacities and resilience- **Outcome two**
- c. THRDC’s institutional sustenance: Improvement of institutional performance and sustainability- **Outcome three**

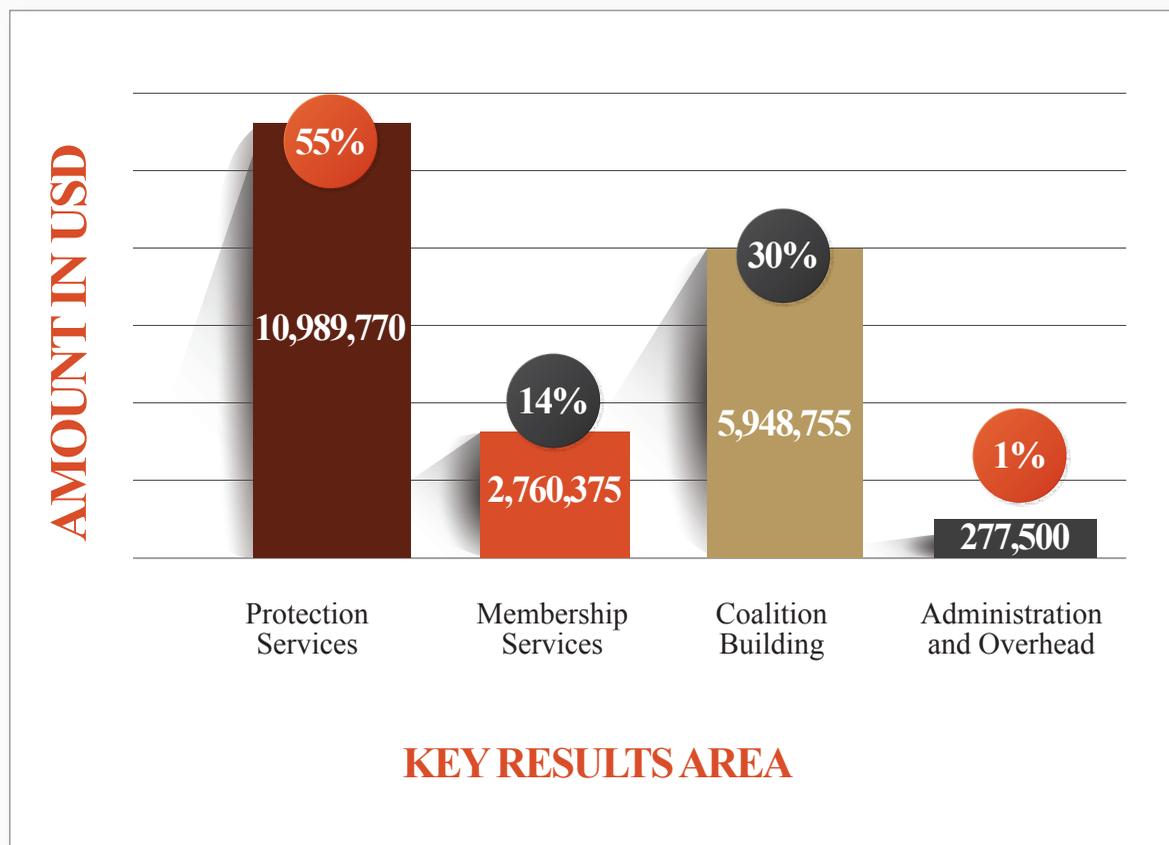
THRDC has projected to mobilize a total of USD **19,976,400** to realize the three KRAs above through the various proposed intervention and strategies. The budget breakdown is as described below:

Table 5.5: Budget Estimates of 2023-2027 Program

	Year 1	Year 2	Year 3	Year 4	Year 5	Total Cost
Intervention Areas	\$	\$	\$	\$	\$	\$
Outcome 1: Preventive protection and security	2,314,834	2,091,734	2,447,734	2,045,234	2,090,234	10,989,770
Outcome 2: Members’ empowerment and public engagement	812,015	629,215	439,715	439,715	439,715	2,760,375
Outcome 3: THRDC’s institutional sustenance	1,344,431	1,244,081	1,121,081	1,091,081	1,148,081	5,948,755
Administration overhead costs	55,500	55,500	55,500	55,500	55,500	277,500
Total	4,526,780	4,020,530	4,064,030	3,631,530	3,733,530	19,976,400

2023-2027 THRDC BUDGET PER KEY RESULTS AREAS

Figure 5.6 THRDC's 2023-2027 budget per result areas



The graph above indicates that, 55% of the budget will be directed to Protection and Security Management Programs which is the main focus of THRDC, 30% to the Institutional Capacity Building Programs, while 14% to the Members Affairs Programs and 1% will be directed in the Administration and overhead.

THRDC's Coordination Zones



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