



Strategic Plan 2016 - 2020



TANLAP FIVE YEARS STRATEGIC PLAN 2016-2020

For a Society with Access to Justice

TANZANIA NETWORK OF LEGAL AID PROVIDERS

Prepared by

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LIST OF ACRONYMS AND ABBREVIATIONS

AGM	Annual General Meeting
CBO	Community Based Organisation
CHRAGG	Commission for Human Rights and Good Governance
CSO	Civil Society Organisation
FBO	Faith Based Organisation
FGM	Female Genital Mutilation
LAPs	Legal Aid Providers
LEAT	Lawyers Environment Action Team
LHRC	Legal and Human Rights Centre
LSF	Legal Services Facility
LSRP	Legal Sector Reform Programme
MCA	Millennium Challenge Account
MDA	Ministries, Departments and Agencies
SDG	Sustainable Development Goals
MDGs	Millennium Development Goals
MKUKUTA	National Strategy for Growth and Reduction of Poverty
NGO	Non-Governmental Organisation
PLWHA	Persons Living with HIV/AIDs
PWDs	Persons with Disability
RAI	Research and Academic Institutions
TAMWA	Tanzania Media Women Association
TANLAP	Tanzania Network of Legal Aid Providers
TAWLA	Tanzania Women Lawyers Association
TLS	Tanganyika Law Society
TLS	Tanganyika Law Society
TOT	Training of Trainers
USAID	United States Agency for International Development
WILDAF	Women in Law and Development in Africa
WLAC	Women Legal Aid Centre

EXECUTIVE SUMMARY

This is a five-year strategic plan of the Tanzania Network of Legal Aid Providers (TANLAP) for the period 2016-2020. The document presents a programming and execution framework of a unique network meant to make a difference on justice and human rights landscape in Tanzania.

Tanzania Network of Legal Aid Providers (TANLAP) is a national network working on legal sector. It is a membership network comprised of Non-Governmental Organisations (NGOs), Community –Based Organisations (CBOs), Faith Based Organisations (FBOs) and other institutions providing legal aid in Tanzania. TANLAP is an umbrella organization established to enhance the best practice and capacity of its members for provision of quality legal aid services. It envisions a society with access to justice.

Overall Goal

Access to justice and human rights to the poor and marginalized communities are protected and promoted.

Strategic Aims (SAs)

To realize the stated goal, TANLAP seeks to accomplish the following strategic aims:

- Capacity of Legal Aid Providers strengthened
- Coordination and harmonization of Legal aid provision improved.
- Organizational Development and Sustainability strengthened.

Main strategies

To accomplish the above strategic aims, TANLAP will make use of a number of strategies. The Strategies will include, but not limited to the following:

- Organizing members of the network around specific strategic objectives based on their comparative and competitive advantages and implement activities with and through them.
- Forging and strengthening strategic alliances and coalitions for targeted actions of the Network
- Devising and operationalizing a user-friendly knowledge and information sharing system for institutional learning and nurturing professionalism within the network
- Use of diverse communication channels to keep members abreast of all important developments within and without the network at all time
- Coordinate members for good working relation with the three arms of the state: [Executive, Legislature and the Judiciary] and media for policy engagement relative to improved access

to justice

- Develop and adopt internal strategies and policies for the organizational development and sustainability of the Network.

To inculcate and maintain a sense of network ownership and loyalty, TANLAP will design, implement and manage its programme using a participatory approach. The Secretariat will make deliberate effort to execute all its activities WITH and THROUGH members to avoid unnecessary competition and duplication of activities. TANLAP will provide services to member organisations and institutions across Tanzania. As the legal aid providers work with communities directly in promoting access to justice, the services of the network will benefit women, poor men, Most Vulnerable Children, youths, people with disabilities, people living with HIV/AIDS and other marginalised groups.

The Network will adopt a participative leadership and governance approach to instil a sense of ownership and shared responsibility and collective accountability within the network and other stakeholders. Reporting to the Annual General Meeting, the Board of Directors will provide holistic organisational oversight and spearhead policy making of the network. The Secretariat will interpret and implement policies and related Board Resolutions for efficient and effective management and governance of the organisation. Led by the Executive Director, the Secretariat will be responsible for holistic programme cycle management. TANLAP will devise and operationalise an efficient and effective Monitoring and Evaluation (M&E) system to provide feedback on organisational development, programme implementation and performance. Monitoring will entail continuous collection of data on specified indicators to assess for a development intervention, its implementation in relation to activity schedule and expenditure of allocated funds, and its progress and achievements in relation to its objectives.

Successful execution of this strategy assumes that Tanzania will continue being politically stable and that the friends of justice and Development Partners will continue providing both financial and technical support to the Network. It is anticipated that due accomplishment of this strategic plan will bring impact on improvement and enhancement of access to justice for the many poor and needy individuals and communities. Some of the desired impact include: Enhanced access to justice for the poor, Enhanced capacity of legal aid providers including paralegals to provide legal aid at the grass root, Improved ability of citizens to participate in policy and law reforms, Improved infrastructures and opportunities for legal literacy, Enhanced legal researches and publications, Improved ground for sustainability of legal aid services. The network will need human, material and financial resources to run the organisation and manage the programme cycle. Over the coming five years 2016-2020, TANLAP will require a total US Dollars 10,541,336.

1.0 INTRODUCTION AND BACKGROUND

1.1 About the Strategic Plan

This is a five-year strategic plan of the Tanzania Network of Legal Aid Providers. The strategy has drawn key lessons from the previous national and global interventions including the Millennium Development Goals (MDGs), Tanzania Vision 2025, the National Strategy for Growth and Reduction of Poverty II (MKUKUTA II), Legal Sector Reform Programme, International Human Rights Instruments and related Tanzania contexts.

Currently the strategy is generously linked into and drawing its niche from the lessons learnt from the implementation of the previous strategic plan, demands and public views raised from the constitutional review process, undertakings by different actors relative to legal aid and paralegalism in Tanzania and of recent, from the Sustainable Development Goals.

1.2 Formation of TANLAP

Notably, the Tanzania Network of Legal Aid Providers (TANLAP) is an umbrella national network working in legal sector founded in 2006. TANLAP is registered as a company without shares limited by guarantee (Reg. no. 68892) and complies with the NGO Act no 24 of 2002 by virtue of being granted certificate of compliance number 1300.

TANLAP's conception dates back from December 2006, where at Peacock Hotel in Dar es Salaam, more than 12 Legal Aid Providing Organizations meeting for a workshop on Improving the Rule of Law and Access to Justice in Tanzania, (organized by Women in Law and Development in Africa, [WiLDAF] and funded by the Millennium Challenge Account (MCA) through USAID Tanzania), unanimously decided to unite their efforts on providing legal aid by forming a Nation-wide Network of Legal Aid Service Providers.

The first Network of legal aid providers was established in 1997 which was known as LEGALNET with the following members: Tanganyika Law Society (TLS), Legal and Human Rights Centre (LHRC), Tanzania Women Lawyers Association (TAWLA), Tanzania Media Women Association (TAMWA), Women Legal Aid Centre (WLAC), Legal aid Committee of University of Dar es salaam and ENVIROCARE. This Network was a loose network with no formal registration under Tanzania law and lacked donor support. These and other related administrative problems led to its informal dissolution in 2000. As such, there was no network for legal aid providers from the year 2000 until in 2006 when a number of Leading Legal Aid Providers, under the coordination of WiLDAF as stated above, decided to establish TANLAP.

1.3 Main Objective of TANLAP

TANLAP was established following realization of the need to have an active and independent network of legal aid providers to build the capacity of legal aid providers, to harmonize legal aid services and ethical conducts of legal aid providers and to have a collective forum for participation in policies and law reforms. TANLAP's core aim is to work and avail itself as a platform for

coordination of Civil Society Organizations whose major objective is to ensure provision of quality legal aid and advocate for access to justice among the poor and marginalized sections of society in Tanzania.

The overall need to have a network of legal aid providers in Tanzania was expressed since early 1990s. This was reflected in the report of Judge Mark Bomani (UNITED REPUBLIC OF TANZANIA, Financial and Legal Sector Upgrading Project (FILMUP), “Legal Sector Report,” Dar es Salaam: Government Printer, 1996).

In summary the main objectives of TANLAP are as follows:

- a) To strengthen the capacity building on legal literacy among legal aid providers.
- b) To extend and improve legal aid provision in the country.
- c) To initiate, promote, support as may be deemed expedient, any proposed legislation or other measure affecting the interests of its members.
- d) To build mutual understanding and coordination amongst legal aid providers and legal aid clients in the country.

1.4 Membership of TANLAP

TANLAP membership is open to any organization/institution providing legal aid services in Tanzania and to any Network Organization whose members provide legal aid services in Tanzania. TANLAP members operate in all regions of Tanzania Mainland. Currently TANLAP has 66 members which are Non-Governmental Organizations (NGOs), Community –Based Organizations (CBOs), Faith Based Organizations (FBOs) and other institutions providing legal aid in Tanzania.¹

The TANLAP founder members providing legal Aid were the following: The Comprehensive Community Based Rehabilitation in Tanzania (CCBRT); the Disabled Organization for Legal Affairs and Social Economic Development (DOLASED); Lawyers Environmental Action Tanzania (LEAT); Legal and Human Rights Centre (LHRC); Tanzania Women Lawyers Association (TAWLA); Women in Law and Development in Africa (WiLDAF); Women’s Legal Aid Centre (WLAC); and the National Organization for Legal Assistance (nola).

1.5 Vision

TANLAP envisions a society with access to justice. This means a society where people are able or enabled to seek and obtain a remedy through formal or informal institutions of fair and proper administration of laws for grievances in compliance with human rights standards; a society where there will be sufficient and accessible courts and tribunals with sufficient resources; where laws will be known to public in the national language; where justice will be administered without delays; and where people will have access to adequate and quality legal representation; and where there would be

¹ this is according to the membership register dated December 2015. List of the current members is attached herewith as Annexure I.

adequate remedies to redress anyone whose rights have been curtailed.

1.6 Mission

TANLAP is an umbrella organization established to enhance the best practice and capacity of its members for quality legal aid services.

Wherefore TANLAP shall endeavor to build the capacity of legal aid providers in Tanzania; provide proper and improve the coordination and harmonization of the legal aid providers; and strengthen its own organizational development and sustainability.

1.7 Core Values.

TANLAP is guided by the following core values.

a) Respect of the poor and indigenous knowledge

TANLAP believes that local communities and poor people have potential to contribute to and to demand good Access to Justice. Local communities, even the poorest of the poor, have indigenous knowledge and creative ideas on how to improve their conditions of life by taking part in toward realization of timely justice for all.

b) Partnership at all levels

TANLAP will create and foster partnership with local communities, through their networks, and other local, national and collaboration with international actors on legal and human rights matters. Effective collaboration between different actors, both governmental and non-governmental, will create positive changes in legal and human rights landscape at local, national and international levels

c) Integrity, respect and honesty

At all times TANLAP secretariat and all members are expected to undertake diverse initiatives in enhancing access to timely justice with highest levels of integrity. They will not corruptly solicit or accept any gift or consideration as an inducement or reward for doing or refraining from doing anything in their official capacity or showing favour or disfavor to any person in that capacity.

d) Transparency and accountability

TANLAP in all of its engagement with education policy and practice issues will exercise transparency and accountability. TANLAP Secretariat and all members will undertake the work of promoting legal and human rights with transparency and strong sense of accountability at all times. The network will be transparent and accountable to all key stakeholders in conduct our business.

e) Leadership and constancy of purpose.

TANLAP will always ensure that its core functions are kept into focus. At all time, the network will be guided by a strategic plan and work plans that will be reviewed from time to time. The Network will strive to provide strategic leadership and coordination to sustain the network and make a difference toward realization of timely justice for all.

2. EXTERNAL ENVIRONMENT ANALYSIS

2.1 General Country Context

Tanzania is endowed with numerous rich natural resources among the countries in the world. Its social services however do not reflect that level of its rich natural resources but rather remains among world's poorest countries. It has per capita gross net income of USD600 in 2014,² and the proportion of people living below the food poverty line, in 2006/07 was 16.6% in 2007, down from 22% in 1990. Inequality is high and urban rural income disparities are evident. It has all the defining characteristics of inadequate access to health and education. Due to economic reforms and continued political stability, the economy has achieved annual growth above five percent until 2014.

The Country has a programming framework that guides and organizes development efforts. This framework is called the National Strategy for Growth and Reduction of Poverty Two (NSGRP II) or popularly known by its Swahili acronym MKUKUTA II. It is a second in series of result-based national development framework after its predecessor-MKUKUTA I. Governance and growth for poverty reduction are among the top development agenda in the National Development Strategy. Protection of human rights has been provided for in the MKUKUTA II under Cluster III: Governance and Accountability. Violation of women rights has continued despite deliberate efforts by different stakeholders to help address it. Gender-Based Violence (GBV) is the most common evidence of violation of women and children rights in Tanzania.

Of Recent Tanzania is committed to the Sustainable Development Goals which make it an opportunity to advance access to justice by poor.

2.2 Access to justice in Tanzania

Access to justice is considered as a fundamental component of rule of law.³ In Tanzania, access to justice is regarded as a fundamental component of rule of law by the courts.⁴ However, this right has a history of being curtailed by the Executive and Legislative arms of the state. The governments of Tanzania like most governments in the world have had a history of protectionism and insulating itself from the jurisdiction of the courts.⁵ At the 2000 Millennium Summit, heads of State and Government adopted the Millennium Declaration that marks a global development partnership for the new century. In the Declaration member States outlined their commitment to achieving eight Millennium Development Goal (MDGs) until the year 2015. The Millennium Development Goals present a key opportunity to improve the enjoyment of human rights around the world. It is widely understood that the MDGs were not fully achieved hence we have now adopted the SDGs focusing on a sustainable way if States' human rights obligations are respected and strengthened in the strategies aimed at achieving the Goals which recognises that legal and regulatory environment for ensuring access to justice by all, particularly women, faces a number of challenges that present as

² The Gross Domestic Product per capita in Tanzania was last recorded at 600.66 US dollars in 2014. The GDP per Capita in Tanzania is equivalent to 5 percent of the world's average. GDP per capita in Tanzania averaged 417.19 USD from 1988 until 2014, reaching an all time high of 600.66 USD in 2014 and a record low of 330.84 USD in 1994. GDP per capita in Tanzania is reported by the World Bank.

³ Ndyanabo case

⁴ See various decisions

⁵ See the trend

impediment to the realisation of human rights.⁶ Very specifically SGD 16 aims at *promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels by 2030*. These include, but not limited to, inadequate capacity of legal aid providers and justice administration institutions in timely and fair delivering of justice to all, inadequate human resources, weak physical infrastructure, knowledge gaps of justice officials on human rights issues. The inclusivity would require wider coverage of legal education to the general public and having in place massive and intensive reform of all justice administration machinery for purposes of ensuring that there is adherence to rule of law; accountable and fair administration of justice and put in place sustainable systems that will ensure timely access to justice by all. The second national development framework puts good governance high on the agenda and is one of the key aspirations of Tanzania's Development Vision (Vision 2025). This recognition presents an opportunity for CSOs to constructively engage with the government toward creating a better and more favourable environment for increased access to justice and protection of human rights in Tanzania.

Right of access to justice means that judicial organs should be open to all those whose rights have been violated. This implies that individuals who are victims of violative actions by state or non-state individuals should be able to challenge such violations accordingly without fear or favour. Aggrieved individuals should easily reach the courts of law and the available remedies in a way that accessibility should be devoid of undue technicalities which defeat the ends of justice.⁷ Moreover, accessibility to justice is inseparably interlinked with the availability of meaningful and reasonable remedy. It goes without saying that all citizens should be treated equally and fairly – no person should be regarded as being above the law.

Contemporary, access to justice in Tanzania invites a critical discussion on legal knowledge by Tanzanians, legal representation, institutional capacity of the judicial system, penal institutions and scrutiny to the substantive and procedural laws as tools for or against access to justice. In Tanzania in 2009 there were 1105 Primary Courts in contrast to the available 11,000 villages. There are 88 District Courts in contrast to the available 133 districts in Tanzania.⁸ Moreover the Primary Courts which serve majority of the people in Tanzania are supposed to have 1,500 Magistrates countrywide, but there were only 713 Magistrates (only 47.54 percent), meaning that the Judiciary was facing a deficit of 787 Magistrates (52.46 percent) as of November 2009. Moreover, by 31st December 2009 there were 1188 enrolled Advocates in Tanzania meant to serve 40 million people. In average it would mean that each advocate serves 33,670 people. In real sense access to justice is still critical. As a result of shortage of workforce on the field of justice there is delay of cases, dissatisfaction by the public and diminishing public confidence to the justice administrations system.

⁶ Sustainable Development Goals to be attained by 2030

⁷ Ibid

⁸ Tanzania Human rights Report 2009 - LHRC

Current statistics by LHRC also reveals that number of Justices of Appeal in 2005 were 9 but in 2014 rose to 16.⁹ Number of judges of the High Court in 2005 were 35 but in 2014 had risen to 69. Number of District Court/Resident Magistrates and Primary Court Magistrates by 2014 were 672. Number of Chairpersons in District Land and Housing Tribunal were 49 however only 42 were on duty.

As far as Court Infrastructure; Primary court buildings were 960. Dilapidated buildings were 157. Shortage 296 buildings. Primary Courts with Permanent Magistrates were 487. Primary Courts with visiting Magistrates were 316. Qualitatively there are new and more challenges to access to justice as days go on with rapid population growth while there is no fiscal, financial and infrastructural development to match such a rapid population increase. Hence more demand for legal aid.

The government of Tanzania saw this trend and initiated the legal sector reform programme in order to among other things address the issue of access to justice. As majority of Tanzanians are poor, they cannot afford to hire the legal services of Advocates. The state of affairs presents another important challenge toward access to justice in Tanzania. This implies that Civil Society Organisations such as TANLAP needs to do something to help plug this gap by, among other things, providing legal aid and advocating for favorable legal reform.

2.3 Legal Sector Reform and access to justice in Tanzania

The Legal Sector Reform Programme was being implemented in Tanzania with the support of the five donors which are the Royal Danish Government, the Government of Sweden, the Government of Canada, the World Bank and the United Nations Development Program, through the Ministry of Constitutional Affairs and Justice. That programme LSRP had six Key Result Areas (“KRAs”): which addressed national legal framework; access to justice for the poor; disadvantaged human rights; administrative justice knowledge; skills for legal professionals; service delivery capacity in key sector institutions; and programme coordination monitoring and evaluation.

LSRP aimed at speedy dispensation of justice; affordability and access to justice for all social groups; integrity and professionalism of legal officers; enhanced independence of the judiciary; and a legal and regulatory framework and jurisprudence of high standards responsive to social, political, economic and technological trends at both national and international levels. In order to realize the above objectives, the LSRP is being implemented by 15 institutions from both public and private sectors.

Establishment of a national network of legal aid providers is of vital and significant step toward increased voice for favorable policy and legal framework for paralegals and access to justice among the poor and marginalised.

Almost every NGOs has its own standard of training and deploying Paralegals. Only of recent that a

⁹ LHRC – Bi Annual Human Rights Report 2015

uniform training material was developed under the support of LSF but is yet to be fully utilized. NGOs training and working with paralegals have realised the need for standard curriculum to ensure quality training and provision of standard legal aid services. The new network of legal aid providers is expected, among others, to facilitate this process. The LSRP required an adoption of code of conduct for legal aid providers. Under the coordination of the government a draft bill has been prepared but it has not been table for enactment before the Parliament.

2.4 Role of the Commission for Human Rights and Good Governance in enhancing justice in Tanzania

The Commission for Human Rights and Good Governance (CHRAGG) is an independent government department, established as the national focal point institution for the promotion and protection of human rights and duties as well as good governance in Tanzania.¹⁰ The first case to be entertained and decided by commission was partly in respect to access to justice since the complainants about 135 depended on legal aid scheme from LHRC.¹¹ Since then the Commission has served as a good avenue to the general public whose rights were in one way or another violated.

The commission is mandated by the law to promote within the country the protection and the preservation of all human rights and the duties to the society in accordance with the Constitution and the laws of the land; to receive allegations and complaints in the violation of human rights; to conduct enquiries into matters involving the violation of human rights and the contravention of the principles of administrative justice; to conduct research into human rights, administrative justice and good governance issues and to educate the public about such issues; to institute the proceedings in court designed to terminate activities involving the violation of human rights or redress the right or rights so violated, or the contravention of the principles administrative justice; and to visit prisons and places of detention or related facilities with a view to assessing and inspecting conditions of the persons held in such places and making recommendations to redress existing problems in accordance with the provisions of the Act.

Moreover the Commission is also mandated to advise the government and other public organs and private sector institutions on specific issues relating to human rights and administrative justice; to make recommendations relating to any existing or proposed legislation, regulation or administrative provisions to ensure compliance with human rights norms and standards and with the principles of good governance; to promote the ratification and accession to treaties or conventions on human right, to which the country is a party and seek harmonisation of national legislation as well as monitor compliance with international human rights standards; and to co-operate with international and regional and other national agencies and institutions competent in the areas of protection and promotion of human rights and administrative justice.

¹⁰ CHRAGG was established under Article 129(1) of the Constitution of the United Republic of Tanzania of 1977 as amended by Act No. 3 of 2000. The Commission became operational on the 1st July 2001 after the coming into force of the Commission the Human Rights and Good Governance Act No7 of 2001 as amended by Act No 16 of 2001 and Government Notice No. 311 of 8th June 2001. The Commission was officially inaugurated in March 2002 following the appointment of Commissioners by the President of the United Republic of Tanzania

¹¹ Nyamuma Case

In December 2009 the Commission conducted an assessment of the implementation of the Strategic Plan and Client Service Charter which made it come up with a revised list of priority issues to be the focus of the revised strategic plan for 2010/11 – 2014/15. In its Strategic Plan, the Commission intends to contribute to improved access to justice by establishing 5 legal aid clinics in Tanzania by 2013. The Commission intends to devise and implement strategies for expanding the outreach where as the Commission will be more accessible as it will establish the 5 additional Zonal offices by June, 2015. This development is highly welcome by the civil society organisations in Tanzania. The state of affairs calls for CSOs like TANLAP to establish and strengthen strategic partnership with such government institutions to make a difference in promoting access to justice in Tanzania.

2.5 Legal Aid Provision in Tanzania

Legal aid provision in Tanzania as an integral part of access to justice had its unique history. The Colonial government used to have the Poor Prisoners Ordinance cap 21 which applied in cases of murder.¹² Then the post-colonial government enacted the Legal Aid (Criminal Proceeding) Act, now Chapter 21 of the R.E. 2002 of the Laws of Tanzania. This law provides that where in any proceeding it appears to the certifying authority that it is desirable, in the interests of justice, that an accused should have legal aid in the preparation and conduct of his defence or appeal, as the case may be, and that his means are insufficient to enable him to obtain such aid, the certifying authority may certify that the accused ought to have such legal aid and upon such certificate being issued, the Registrar shall, where it is practicable so to do, assign to the accused an advocate for the purpose of the preparation and conduct of his defence or appeal, as the case may be.

This law has been a key legislation in allowing free legal service in the name of interest of justice where the courts discretion applies. As a result it has only been the serious offences such as Murder where the accused person becomes entitled to legal aid. The government does not provide legal aid in civil cases or even in criminal cases of lesser penalties. This classification of cases rendered big portion of poor citizens unable to handle their cases, loose their cases and even abuse the ends of justice.

The limitless demand for legal aid led a number of civil society organisations to establish legal aid scheme in order to serve indigent persons who do not have financial means to engage advocates. Moreover, the government through such interventions like LSRP, having an office at the Ministry of Justice for Public Legal Aid to coordinate such efforts and sustenance of the Legal Aid Secretariat have all shown that the government has continued to work on the viable way of having a state funded legal aid scheme in order to ensure access to justice to the poor. Much has to be lessons drawn from the LAPs experiences that would inform and shape the governments interventions

¹² The observations of the E.A.C.A. in the Mohamed s/o Salim Case are relevant though they concerned the provisions of s. 3 of the replaced Poor Prisoners Defence Ordinance Cap. 21 because these provisions are similar to s. 3 of the Act No. 21 of 1969 except that while Cap. 21 applied to capital offences only, the 1969 Act applies to all serious offences as herein indicated above.

2.6 Paralegals and their role in enhancing access to justice in Tanzania

As part of ensuring access to justice to the poor especially where there is a critical shortage of qualified lawyers, there has been an innovative measures to help address the shortage. One of which has been to train individuals at grassroots in order to provide legal aid at the community level. These paraprofessionals are the ones called Paralegals.

In Tanzania there are several Civil Society organisations that train and deploy paralegals.¹³ These Organisations include, but not limited to, Legal and Human Rights Centre (LHRC), Women Legal aid Centre (WLAC), Envirocare, Tanzania Women Lawyers Association (TAWLA), Women Advancement Trust (WAT), Tanzania Women and Children Welfare Centre (TWCWC), Caritas Dar es Salaam, and Tanzania Women of Impact Foundation (TAWIF). Currently the Paralegals have concerted their efforts into one national network named TAPANET.

The main role of Paralegals includes dealing with simple cases brought to them by their fellow citizens. Therefore the Paralegals work range from case work where they undertake advice giving, statement taking, drafting simple correspondences, drafting simple court papers and assist their clients in negotiation and reconciliation. Moreover the Paralegals provide community education, information and awareness. Other paralegals are also trained to undertake community mobilization for action, advocacy and lobbying, conflict resolution and peace building. Similarly, their work may even include monitoring human rights violations.

Despite all what the Paralegals can and are actually doing in Tanzania, they are still not officially recognised unless are registered as community based organisations the status which gives them a sort of legal protection. There is no Law in Tanzania that provides for definition or establishment of paralegals. However, the government of Tanzania has started a process towards formulation of a policy focusing on institutionalization of paralegals into the Tanzania legal system.¹⁴ This is evidenced by the clear inclusion of Paralegal component within the Legal Sector Reform Program. This is a good step toward enacting a law that provides for recognition and smooth functioning of the much needed paralegals in Tanzania.

This state of affairs implies that civil society organisations like TANLAP needs to continue encouraging its members to continue providing legal aid and at the same time sustain efforts to advocate for enactment of a law that will officially recognise the Paralegals and their role in a bid to enhance access to justice in Tanzania.

2.7 State of legal and human rights education and awareness in Tanzanian society

Legal and human rights awareness and education in Tanzania is relatively low. Incidences of albino killings, killings of elderly women and mob justice point to low level of education and awareness of legal and human rights. Moreover, programmes that are meant to provide legal education are few.

¹³ List of Paralegals

¹⁴ See for instance the concept/position paper by Chris Peter and Mchome

Although Kiswahili is the national language and debates in the Parliament always proceed in Kiswahili, still, laws are enacted in English, the unpopular language among the majority of the Tanzanian population

As a result of low level of such legal and human rights education, there is prevalence of violations of human rights, incidences of lawlessness, and abuse of rule of law. If the government does not act to help address this challenge, there is a possibility of creating a disastrous phenomenon in the medium and long term where people might become ungovernable, leading to increased human rights violation, lawlessness and disorderliness. When such situations occur, as witnessed in other parts of the world, the main victims who suffer most are the vulnerable groups in society such as women, children and persons with disability.

The law enforcers, the judiciary and the legislators have a duty to ensure that state subjects are aware of and have at least basic knowledge on legal and human rights. This implies that the Judiciary should interpret the law in a language known to the public, the Parliament as well should enact laws in the language used by its people and the executive should conduct their duties in accordance with the laws known to the public.

Ignorance and low levels of awareness of legal and human rights among the majority of Tanzanians call for Civil Society Organisations such as TANLAP to initiate innovative measures geared toward bridging the existing gaps.

2.8 Regional and International Networks and frameworks for legal aid provision

There are various regional networks that support legal aid. One of the notable networks is SALAN – Southern African Legal Assistance Network.¹⁵ This one has been operative since 1994. The network unites legal aid providers in SADC region and advances strategic litigation and protection of human rights including right to legal representation. Members of SALAN must be legal aid providers. Currently SALAN is hosted by LHRC which is a founding member of TANLAP therefore providing a platform for shared experiences and strengths that would ensure mutual growth of both networks.

The other regional or sub-regional networks advocating for legal aid include SADC Lawyers for Human Rights, Southern Africa? Human Rights NGOs Network and East Africa Law Society. Occasionally these networks unite their members to advance human rights or to undertake strategic litigations meant to reform bad laws. The most recently was the case filed by the East African Law Society in 2007 May challenging on behalf of its legal aid clients the Citizens of East Africa that the amendment to the East African Treaty was irregular. Given its potential it holds in promoting access

¹⁵ Member organizations of SALAN - Botswana-Ditshwanelo; Malawi-Centre for Advice, Research & Education on Rights (CARER); Mozambique-Liga Moçambique Dos Direitos Humanos – (LHD); Namibia-Legal Assistance Centre (LAC); South Africa-The BlackSash-Legal Resources Centre (LRC) Tanzania - Legal and Human Rights Centre – (LHRC); Zambia-Zambia Civic Education Association (ZCEA); -Legal Resources Foundation (LRF); Zanzibar-Zanzibar Legal Services Centre (ZLSC); Zimbabwe- Legal Resources Foundation (LRF).

to justice, civil society organisation such as TANLAP need to do something to establish and further strengthen strategic partnership with other regional and international networks for shared learning and increased voice for effective advocacy initiatives.

2.9 Women and children rights situation in Tanzania

Women in Tanzania become very vulnerable to violations due to various factors among them being gender inequality and disempowerment occasioned by the prevailing socio-economic, political, cultural and legal setbacks. Like other countries, in an effort to ensure protection of women rights, Tanzania became a party to global commitments set under the Millennium Development Goals of 2000-2015, which call for promotion of gender equality and empowerment of women. Tanzania has adopted a number of policies, strategies and laws in order to create gender equality, which is seen as a major necessity to socioeconomic progress.

Nevertheless, the set of laws which discriminate women in Tanzania are still not being amended. Civil Society organisations have repeatedly called for and appealed to the government for their repeal. Instead, the government remained silent even where the report recommending legal reform of the discriminatory laws, was submitted by the Law Reform Commission of Tanzania (LRCT) in 1994 – that is 15 years ago. This trend is contrary to Tanzania's obligation to the international human rights instruments. For instance, the provisions of the Convention on the Elimination of All Forms of Discrimination Against Women, 1979 (CEDAW) require state parties, including Tanzania, to take all appropriate measures, including legislation, to modify or abolish laws that impede economic, social cultural or political development of women.

In Tanzania, stakeholders need to join hands in order to campaign for repeal of the laws which discriminate against women which include: the Customary Law Declaration Order, 1963 which, prohibits the widow to inherit land from her deceased husband; the Tanzania Citizenship Act, 1995, which states that a woman who is married to a Tanzanian citizen is entitled to be naturalized, but the opposite is not possible and that, a person whose father was a Tanzania citizen at the time of birth is entitled to naturalization; the Law of Marriage Act, 1971 289 which allows marriage for young girls of even below 15 years; The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, 2000, which calls for the elimination of practices that are harmful to women, including FGM.

Section 5(1) and (2) of the Employment and Labour Relations Act, 2004 provides that, no person shall employ a child under the age of fourteen (14) years. The Subsection (2) of Section 5 of this law states that, a child of fourteen years of age may only be employed to do light work, which is not likely to be harmful to the child's health and development; and does not prejudice the child's attendance at school, participation in vocational orientation or training programmes approved by the competent authority or the child's capacity to benefit from the instruction received. The law also prohibits the engagement of the less than 18 year child in hazardous work places. A number of stakeholders have been working hard to fight child labour in Tanzania. UNICEF, ILO and some

CSOs have been playing a key role in curbing child labour in the country.

In 2009 Tanzania enacted a law to cater for child rights among other things.¹⁶ The new child law provides for active participation of various stakeholders such as CSOS, FBOs, and government agencies to ensure maximum protection of children rights. This is an opportunity for TANLAP and likeminded CSOs to make a difference in curbing child labour and protecting child rights in Tanzania.

2.10 Access to justice for people with disabilities in Tanzania

The National Social Protection Framework (NSPF) identifies vulnerable groups, whose rights are unprotected to include, street children, widows, people living with HIV and AIDS, youths, orphans, young mothers, and people with disabilities and eligible elders over the age of 60. Based on the definition according to the Convention 61/106 of the United Nations on the Rights of Persons with Disabilities, disability prevalence in Tanzania was 7.8% in 2008. The NSGRP II provides the rights of people with disabilities. This implies that CSOs need to creatively and proactively engage with the government to enhance protection and realization of the rights of people with disabilities in Tanzania.

In March 2009, Tanzania ratified the Convention on the Rights of Persons with Disabilities, 2006. In 2010 the Parliament enacted a legislation that domesticated all standards emulated in the Convention. The convention aims to promote, protect and ensure the full and equal enjoyment of all human rights by persons with disabilities. It addresses a number of key areas such as universal accessibility of services, personal mobility, health, education, employment, and rehabilitation, participation in political life, equality and non-discrimination. Moreover, it does not provide for protection of new rights; but, it addresses the needs of the people with disabilities in a more special way. Very recently in April 2010 the Parliament passed a law that domesticated the Convention. It is expected that stakeholder will popularise the said law and widely disseminate so that the content and be known and respected by all for the benefit of the persons with disability.

Among new features brought about by the convention and the law is the principle of universal accessibility. It would require all public facilities including court rooms to be accessible by all especially people with disability. Therefore the entrances, the facilities, and even the services provided it would even require judgments, laws, and public documents to be in brail if a party is a blind person, of sign language if a person is deaf. TANLAP needs to be innovative and work strategically with other CSOs to enhance access to justice by this group of marginalized people.

¹⁶ The Law Of The Child Act, 2009

3. INTERNAL ENVIRONMENT ANALYSIS

3.1 Lessons from the Previous Plan

3.1.1 What worked well?

TANLAP was able to reflect back and take note of the following which worked very well on its side, the following as some of what lessons can be drawn there from:

- a) Capacity building; Members has being trained on different thematic areas i.e. How to provide legal aid, Fundraising and Sustainability, M&E, Good Governance etc
- b) Research and Publications went well and good a number of laws were simplified into Swahili language i.e. *Sheria ya uwekezaji*, *Sheria ya watu wenye ulemavu*, *Sheria ya Kukopa na Kuweka Rehani*, printing of T-shirts, Brochures, posters, banners. Research on state of legal aid service provision
- c) Coordination; unity members to give out their views on new constitutional, recruitment of new TANLAP Members, Website, Facebook page, Directory of LAPs.
- d) Advocacy and Networking – awareness campaign meeting were done in collaboration with members, TOT training, Facilitate drafting of bill for enacting legal aid, Constitutional Review Act.
- e) Organizational development and sustainability strengthening: Have successes to hire office space, furnish the office, adhere to Board meetings and AGM according to the schedule, have mobilized financial resources, have established financial control system.

3.1.2 What did not worked well?

TANLAP was able to reflect back and take note of the following which did not go as was planned on its side, the following as some of what lessons can be drawn there from:

- a) Inability to hire a car to ease transportation issues
- b) Inability to conduct zonal trainings
- c) Inability to develop a complete database of its members
- d) Inability to establish a taskforce to oversee the establishment of a legal aid institute

3.1.3 What can be done?

TANLAP was able to reflect back and take note of the following which can still be done:

- a) Follow up on the enactment of a Legal Aid Bill
- b) Update a database of TANLAP members that contains information on LAP and clients
- c) Conduct capacity building on information management system for its members
- d) Establish mechanisms to generate revenue for self-funding sustainability and independence
- e) Enhance partnership and networking
- f) Strengthen the human resource of the Secretariat
- g) Broaden TANLAP membership to reach all districts of Tanzania Mainland

3.1.4 Selected Priorities 2015 – 2016

TANLAP was able to reflect back and take note of the following which can still be done:

- a) Re-focusing on core mandate of TANLAP as a Network and diffuse all potentials of competition between the Membership and the Network
- b) Strengthen the human resource of the Secretariat
- c) Develop a partnership and external relations strategy and policy of TANLAP and its members
- d) Collaborate with the Members to Follow up on the enactment of a Legal Aid Bill
- e) Update a database for TANLAP members that contains information on LAP and clients
- f) Conduct capacity building on information management system for its members
- g) Broaden TANLAP membership to reach all districts of Tanzania Mainland

3.2 SWOC Analysis at Current situation

TANLAP was able to reflect further and take note of the strenghts, weaknesses, opportunities and threats. Participatory organizational assessment and reflection distilled the following results:

Strengths	Weaknesses
1. TANLAP is a registered legal entity and has independent Office and established functions and effective systems- Policies, strategies and guidelines	1. Lack of capacity to some members – especially limited, lobbying and advocacy skills among members as well as limited policy analysis and research skills.
2. Strong Board of Directors – with active and well experienced Board members who are the directors of strong organizations.	2. Limited geographical coverage, not all legal aid providing CSOs are member of TANLAP
3. Umbrella network with countrywide constituency with active, committed and diverse expertize members - are well spread to all regions of Tanzania mainland and are also having different level of capacity and skills.	3. TANLAP does not have a database to capture legal aid data that has been provided country wide.
4. Good working relations with development partners hence - Potential funding - TANLAP has funding until 2017 and other are on the way.	4. Lack of capacity for some members - and inability of members to pay annual fees/ delay in submission of membership subscription fees
5. TANLAP has strong secretariat with Flexible, (Creative), innovative and committed staff which has strong capacity t handle issues related to the network and managing projects.	5. Potential members’ inability to pay annual subscription fees (weakness)
6. Appealing Corporate image – TANLAP is well known - Through TANLAP website and other social networks such as <i>Facebook and</i>	6. Limited resources – human, financial and equipment – i.e own Office building, office car - No enough staffs to master all key result areas.
	7. Inability to raise sufficient funds for the network

<p><i>twitter.</i></p> <p>7. Recognition by Decision Makers - From the government, Judiciary and Parliament due different activities and operations which TANLAP does.</p> <p>8. Network policies - TANLAP has policies and guidelines to run the network.</p>	
Opportunities	Challenges
<ol style="list-style-type: none"> 1. Expanding struggle or civil society participation in policy processes 2. Democracy increasing in the country 3. Donor support Willingness of donors to support the network activities. 4. Presence of International agreements and instruments policies and frameworks (as tools for advocacy)- SGD 16 provides a clear entry point for lobbying and advocacy 5. Members' willingness, commitment and readiness to work together as a network 6. Demand for Reforms (+) i.e education, good governance and accountability, laws and policies etc 7. Demand for coordinated Legal Aid provision as Government agenda – process of enacting legal Aid Act , National budget 8. Sympathetic partners 9. Ever increasing need and demand for Legal Aid 10. Introduction of new partnerships and Increase number of Legal Aid Providers and Increase of registered paralegals 11. Open membership – new applicants, fees, experiences and unity 	<ol style="list-style-type: none"> 1. Donor dependence - TANLAP has no its own source to fund its projects - hence reliance on funding from outside the country 2. Establishing and mainintaining firm trust sustainably between CSOs and government. 3. Poor and unreliable flow of informationtimely and lack of transparency 4. Lack of Law to regulate provision of Legal Aid 5. Reliance on funding from outside the country

4. STRATEGIC ISSUES, FOCUS AND DIRECTION

4.1 Capacity Building of LAPs

TANLAP will invoke Capacity building of its members as is one of the three core programme areas of TANLAP. Capacity building will focus on strengthening the performance and effectiveness of member of TANLAP and all such other local organizations involved in the furtherance of access to justice by considering their purpose, context, resources and viability. The network will design and offer demand driven and tailor-made capacity building services to member organizations with a view to making them more productive and effective toward accomplishment of the network mission and realization of its vision. This implies that TANLAP will facilitate and coordinate provision of capacity building support to member institutions based on informed and updated capacity building needs assessment.

TANLAP will make deliberate effort to enhance its member's capacity in order to provide legal and human rights education and awareness. TANLAP intends to provide quality, emancipatory and participatory legal literacy and human rights awareness with a view to empowering the poor and marginalized section of society to define and defend their rights, increasing their control over their rights, participating in elaboration of laws that affect their lives and take part in decision making processes. TANLAP believes that legal literacy will enable the general public to analyse, criticise and mobilise for desirable legal change. Legal education and human rights awareness will also be geared towards promoting responsible citizenship and respect for the rule of law.

TANLAP will facilitate capacity building of members to engage with government, create awareness on policies, critical issues on legal and human rights to its members and the general public at all levels and advocate for the right of every citizen to justice, especially the poor and marginalized, through local and national campaigns e.g. use of the media. The network will collaborate with its members in order to shape and monitor government performance in administration of justice through monitoring and documenting impact at local and national levels. TANLAP will take developmental or social action to improve the well-being of members and their constituencies, through development of analytical and advocacy skills; capacity development on effective communication, policy and law engagement, programme design, fund raising and reporting; initiating innovative programmes that can be mainstreamed; and participation in strategic programmes such as Legal Sector Reform Programme.

4.2 Coordination of Legal Aid Providers

From the Capacity building of members, then TANLAP will continuously and in a sustainable way play a key role in coordinating, harmonising and regulating the provision of legal aid in Tanzania. The network will make deliberate effort to develop and review jointly agree upon curriculum for Legal Aid Providers. This will be done to ensure that standards and quality in provision of legal aid are adhered to and at the same time guaranteeing sustained competence in legal aid provision in Tanzania. TANLAP also believes that communication and sharing of information is the lifeblood of a vibrant advocacy network. TANLAP will make deliberate effort devise and operationalise effective

communication modalities to enhance smooth and timely information flow among and between members and the secretariat. TANLAP shall over the coming five years devise and operationalise a pragmatic communication strategy. Issue related materials that will be produced as part of programme activities will also serve as publicity and promotional materials to raise TANLAP's image and visibility.

Moreover, TANLAP believes that effective coordination of the likeminded organisations will enhance the advocacy strategies undertaken by its member organizations which will as well require among other things, availability of quality and user-friendly data and information. As an old adage goes, no data, no rights to speak. Knowledge management also requires good organization and user-friendly storage of information for easy retrieval and application to inform learning and situational customization. As such, TANLAP will, over the five-year period, develop and manage a one-stop centre for Research, Publication and Documentation. Members of the network will annually agree on research agenda and jointly commission strategic researches to inform advocacy and enhance learning among them. The network will selectively and strategically publish pre-determined material for educational and awareness raising of the general public of legal and human rights issues. The TANLAP documentation centre will be stocked with demand driven and up-to-date literatures procured from within and outside the country.

4.3 Organizational development and sustainability

Deliberate efforts will be developed, promoted and structured to safeguard the sustainability and branding of the organization. This implies that there will also be a need to prepare specific materials for this purpose. Such materials will include but not limited to logo, brochures and posters. The network will also set up task forces and special committees to follow up on the quality and quantity of services for quality assurance.

Long term and sustainable effectiveness and vitality of the network requires, among other things, gradual development, improvements and learning from its work, related work of others and contextual dynamics. TANLAP will adopt a comprehensive, participatory and holistic organizational development approach geared toward improving the performance, effectiveness and sustainability of the Network. TANLAP secretariat will organize semi-annual retreats, annual programme review events during which progress reports will be reviewed and holistic organizational capacity assessment will be undertaken. The network will identify and adopt organizational development indicators to gauge its growth and development against set targets that will be reviewed from time to time. TANLAP will make deliberate effort to ensure that its members do pay substantial and reasonable subscription fees to inculcate a sense of ownership and sustain the network. The Secretariat will develop resource winning skills and apply them to diversify sources of funds for institutional sustainability. The Network will establish and run an Endowment Fund to enhance its sustainability and programmatic innovativeness. In addition, the network will explore options to establish a special grant making instrument to support the work of its members in promoting access to justice in Tanzania.

5. STRATEGIC GOAL, AIMS, STRATEGIES, OBJECTIVES, AND KEY ACTIVITIES

5.1 Overall Goal

Access to justice and human rights to the poor and marginalized communities are protected and promoted.

5.2 Strategic Aims (SAs)

To realize the stated goal, TANLAP seeks to accomplish the following strategic aims:

- Strategic Aim One: Capacity of Legal Aid Providers strengthened
- Strategic Aim Two: Coordination and harmonization of Legal aid provision improved.
- Strategic Aim Three: Organizational Development and Sustainability strengthened.

5.3 Main strategies

To accomplish the above strategic aims, TANLAP will make use of a number of strategies. The Strategies will include, but not limited to the following:

- Organizing members of the network around specific strategic objectives based on their comparative and competitive advantages and implement activities with and through them.
- Forging and strengthening strategic alliances and coalitions for targeted actions of the Network
- Devising and operationalizing a user-friendly knowledge and information sharing system for institutional learning and nurturing professionalism within the network
- Use of diverse communication channels to keep members abreast of all important developments within and without the network at all time
- Coordinate members for good working relation with the three arms of the state: [Executive, Legislature and the Judiciary] and media for policy engagement relative to improved access to justice
- Develop and adopt internal strategies and policies for the organizational development and sustainability of the Network.

5.4 Description for the Strategic Aims

STRATEGIC AIM ONE: CAPACITY OF LAPs STRENGTHENED

Output 1.1: Members' provision of standard and quality legal aid services improved.

Key Activities:

- a) Carry out capacity needs assessment of Legal Aid Providers
- b) Develop a standard curriculum for training of legal aid providers and paralegals in Tanzania
- c) Conduct a comprehensive training for Paralegal Trainers
- d) Conduct TOT training on standard legal aid provision for selected Legal Officers providing legal aid
- e) Develop and avail information and reference materials for legal aid provision (rural areas, in schools, in prisons, in Courts, in police stations, in public libraries)

- f) Organize zonal based and demand driven capacity building sessions for Legal Aid Providers
- g) Provide strategic capacity building support to member organisations to avail legal aid services to communities which do not have access to legal aid services (rural, poor urban communities, immigrants, PLWHAs, PWDs, prisoners, children, indigent persons)

Output 1.2 Members' capacity to provide legal aid services to vulnerable groups (PLWHAs, PWDs, Drug addicts, children) enhanced

Key Activities

- a) Provide voluntary technical support to selected LAPs to provide legal aid services to vulnerable groups (PLWHAs, PWDS, drug addicts, children)
- b) Provide financial support to selected LAPs to provide legal aid services to vulnerable groups (PLWHAs, PWDS, drug addicts, children)
- c) Facilitate organizations for vulnerable groups to establish units for provision of legal and paralegal services to their members and clients
- d) Conduct legal and human rights training for leaders of organizations working for the rights of vulnerable groups
- e) Conduct annual reflection and learning meetings on access to justice for leaders of organisations of vulnerable groups

Output 1.3 Members' capacity to address legal and human rights awareness of the general public improved

Key Activities

- a) Facilitate zonal based legal and human rights education seminars for writers, reporters, editors, media houses owners.
- b) Identify and train pro-human rights journalists for enhanced Human Rights reporting
- c) Conduct TOT trainings on Legal and Human Rights for Legal Aid Providers
- d) Facilitate zonal based legal and human rights education seminars for senior police officers
- e) Facilitate zonal based - legal and human rights education seminars for District Commissioners and Regional Commissioners.
- f) Facilitate zonal based legal and human rights education seminars for District Executive Directors
- g) In Partnership with members, advocate for inclusion of legal and human rights topics in primary, secondary and tertiary education syllabi
- h) In partnership with members prepare and air weekly community radio programmes on selected issues
- i) In partnership with members prepare and air weekly TV programmes on selected issues.
- j) In partnership with members run hotlines and mobile phone services for legal and human right issues
- k) In partnership with members produce and disseminate awareness raising posters, brochures, calendars, diaries, and leaflets
- l) In partnership with members produce, publish and disseminate audio and video materials,

- books, drama on legal and human rights literacy
- m) In partnership with members organize public forums on legal and Human Rights

Output 1.4 Capacity of LAPs in policy and law making processes increased.

Key Activities

- a) Conduct TOT training sessions for LAPs in Policy Analysis and Advocacy
- b) Conduct zonal based - training sessions for LAPs on Policy Analysis and Advocacy
- c) Conduct national consultative workshops for LAPs to identify legislative gaps and related advocacy issues, opportunities and effective approach for engagement
- d) Convene policy and law making public hearing meetings for LAPs to review the draft Bills
- e) Prepare and roll out a guideline for effective participation of LAP in influencing policy and practice change
- f) Facilitate drafting of a bill for enactment of a legal aid and Paralegals Acts

Output 1.5 Strategic partnerships for policy and law making processes developed.

Key Activities

- a) Conduct bi-annual consultative meetings to identify and prioritize advocacy issues
- b) Identify and register with strategic networks locally and internationally
- c) Conduct annual consultative workshops with Law Reform Commission, the Commission for Human Rights and Good Governance, police, prisons, immigration, judicial, to identify common legal and human rights concerns
- d) Establish periodic and issue based Task Forces for policy analysis and compilation of policy Briefs
- e) Provide technical and financial support for strategic litigation of public interest cases
- f) Facilitate Legal and Human Right awareness seminars to Members of Parliament
- g) Facilitate legal and human rights awareness seminars to Executive Directors of District and Municipal councils

Output 1.6 Members' demand driven, user friendly and quality publications produced and disseminated.

Key Activities:

- a) Prepare and publish information, important pieces of legislation and other educational materials in plain language
- b) Translate and demystify information and other educational materials in simple Swahili
- c) Produce and publish quarterly newsletters and disseminate to members and other Subscribers
- d) Produce and publish user-friendly fact sheets and policy briefs
- e) Design, regularly update and maintain user-friendly TANLAP web sites and web pages and sub domains on various legal aid issues

STRATEGIC AIM TWO: COORDINATION OF LEGAL AID PROVISION SUSTAINABLY IMPROVED.

Output 2.1 Membership of TANLAP broadened and increased

Key Activities

- a) Develop and maintain a user-friendly database of TANLAP members
- b) Recruit and orient new TANLAP members
- c) Conduct annual members' satisfaction survey
- d) Prepare information materials such as newsletters and position papers and regularly disseminate them to members
- e) Develop and update Directory of Legal Aid providers in Tanzania
- f) Develop, update and extend Members services in the TANLAP website

Output 2.2 Standards for Legal Aid provision in Tanzania established and improved

Key Activities:

- a) Develop and roll out standards and guidelines for legal aid provision in Tanzania
- b) Establish a professional Board for monitoring the quality of legal aid provision
- c) Review and roll out standards of legal aid provision
- d) Provide certificates of good practice to approved Legal Aid Providers
- e) Prepare and roll out a code of conduct for legal aid provision
- f) Conduct bi-annual participatory quality monitoring missions on legal aid providers

Output 2.3 Action research to inform Members on policy and practice undertaken.

Key Activities:

- a) Conduct annual consultative meetings of TANLAP members to determine and agree on priority research agenda
- b) Carry out periodic data collection on selected issues
- c) Conduct researches and baseline studies on legal aid services
- d) Conduct annual pilot studies to identify potential areas for extension of legal aid services
- e) Develop Terms of Reference for engagement of Researchers
- f) Provide supervisory and follow up support for research undertakings
- g) Conduct stakeholder's consultative meetings to review and disseminate research findings
- h) Publish and disseminate research reports

Output 2.4 One-stop and user-friendly Documentation Centres established and maintained

Key Activities

- a) Carry out participatory information needs assessment for TANLAP members
- b) Design, set up, furnish and maintain Zonal Documentation Centers
- c) Design, set up, furnish and maintain legal documentation centers in urban and rural areas
- d) Procure, collate and stock up-to-date information and diverse literature related to the work of TANLAP
- e) Design and maintain an informative, resourceful and user-friendly website of TANLAP
- f) Identify and subscribe demand driven journals, newsletters and related publications
- g) Collect, document and maintain up-to-date strategic studies reports and best practices on

legal and human rights from both members and non-members of TANLAP.

Output 2.5 Sustainability of TANLAP members enhanced

Key Activities:

- a) Conduct sustainability assessment for LAPs
- b) Conduct a zonal based training for LAPs on project planning and management
- c) Conduct zonal based training for LAPs on Leadership and Governance
- d) Conduct zonal trainings for LAPs on Fundraising and Institutional Sustainability
- e) Establish and manage a special Basket Fund for Legal Aid Providers
- f) Conduct annual donor research and disseminate information to member Legal Aid Providers
- g) Provide technical support to Legal Aid Providers for resource mobilization
- h) Provide annual awards and certificates of good practice to TANLAP members and other outstanding individuals or communities and institutions that have contributed to improving legal aid services

STRATEGIC AIM THREE: ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY STRENGTHENED.

Output 3.1: Human resources capacity strengthened

Key Activities:

- a) Recruit demand driven and competent personnel
- b) Carry out staff performance appraisals
- c) Conduct training needs assessment for staff
- d) Provide financial support for demand driven short courses
- e) Organise study tours for TANLAP staff and members
- f) Organise local and North-South staff exchange programmes for learning
- g) Organise monthly demand driven lunch and learn sessions for staff

Output 3.2: Governance and Organizational Development of TANLAP strengthened.

Key Activities:

- a) Conduct quarterly Board Meetings as scheduled
- b) Conduct Annual General Meetings as scheduled
- c) Conduct quarterly staff meetings
- d) Conduct monthly management meetings
- e) Conduct weekly briefing and planning meetings
- f) Conduct semi-annual Rapid Organisational Capacity Assessments
- g) Develop and Implement semi-annual Organisational Development plans
- h) Organise regular internal knowledge and skills sharing session's mutual learning
- i) Document and share with members the Organisational Development Lessons and best practices.

Output 3.3: Resources mobilization and management strengthened

Key Activities:

- a) Devise, implement and review a Resource Winning Strategy of TANLAP
- b) Identify potential donors and cultivate local and international donor base
- c) Prepare grant applications and submit to strategic Development Partners for funding
- d) Organise workshops on fundraising
- e) Organise workshops on proposal writing and contract management
- f) Devise and operationalise a supply and inventory management policy manual
- g) Conduct training and orient staff on resource stewardship and prudent financial management
- h) Prepare financial updates and reports timely
- i) Establish and operationalise an internal control system for prudent financial management
- j) Conduct semi-annual internal audit and annual external audit of Books of Account

Output 3.4: Quality Assurance, M & E system established and operationalized.

Key Activities:

- a) Prepare and operationalise standards and guidelines for customer care, products and services of TANLAP
- b) Design and operationalise a participatory Monitoring and Evaluation system of TANLAP
- c) Develop and review departmental and consolidated monitoring and evaluation plans
- d) Prepare and fine-tune data capturing and collection tools
- e) Conduct training on participatory Monitoring and Evaluation
- f) Prepare weekly updates, monthly, quarterly, semi-annual and annual narrative and financial progress reports.
- g) Conduct annual participatory programme reviews
- h) Conduct a holistic midterm evaluation
- i) Conduct a holistic end of strategy evaluation
- j) Conduct stakeholders' consultative meetings to review evaluation results

Output 3.5 Management Information System established and operationalised

Key Activities

- a) Undertake Management information needs assessment of TANLAP Secretariat
- b) Procure and install up-to-date computer programmes
- c) Conduct demand driven training to staff on computer and software applications
- d) Carry out regular servicing of computers and related information gadgets
- e) Centralise and network documents and files for efficient management decisions making

Output 3.6 Material resources for smooth running of the Secretariat procured and maintained

Key Activities

- a) Procure and maintain Four-Wheel Drive motor vehicles
- b) Procure and maintain furniture

- c) Procure and maintain office equipment
- d) Procure and replenish office utilities
- e) Acquire and maintain a decent office premises

Output 3.7 Financial management enhanced

Key Activities

- a) Establish and operationalise internal controls system
- b) Prepare and operationalise financial management policy manual
- c) Conduct staff training on prudent financial management
- d) Procure and install a user-friendly accounting package
- e) Prepare monthly, quarterly, semi-annual and annual financial reports
- f) Conduct annual audit of books of accounts

Output 3.8 Foundations for establishment of a legal aid institute established

Key Activities

- a) Prepare project proposal for establishment of a Legal Aid Institute
- b) Conduct feasibility studies for establishment of a Legal Aid Institute
- c) Draft legal documents for establishment of a legal aid training institute
- d) Establish TANLAP's Task Force for establishment of Legal Aid Institute

6. PROGRAMME BENEFICIARIES AND GEOGRAPHICAL FOCUS

TANLAP will provide services to member organisations and institutions across Tanzania. As the legal aid providers work with communities directly in promoting access to justice, the services of the network will benefit women, poor men, most vulnerable children, youths, people with disabilities, people living with HIV/AIDS, indigents that are held as inmates – remandees and prisoners and other marginalised groups.

TANLAP will play an active role by collaborating with its members in taking part policy and law making processes. This implies that decision makers, government leaders at various levels and other community leaders will also benefit from concerted TANLAP services. In addition, educational and training institutions as well as researchers across Tanzania will also comprise important beneficiaries of the network services.

TANLAP will always ensure that its Strategic Plan addresses and is focused to accommodate all stakeholders that will benefit from its services; TANLAP stakeholders range from beneficiaries and partners to the decision makers. TANLAP will engage the following stakeholders:-

6.1 Beneficiaries

Primary beneficiaries of TANLAP interventions will be TANLAP members. Moreover, the general public and in particular the indigents will be the ultimate beneficiaries of the services and

interventions by TANLAP. Others. The general public who are key rights holders and focus for LHRC interventions.

Stakeholder	Description
TANLAP members	TANLAP has 66 member organizations who are based and providing legal aid services to indigents in all Regions of Tanzania Mainland and in almost every district in Tanzania.
Paralegals	Currently there are around 3,000 in 144 Districts in the United Republic of Tanzania. These will be direct beneficiaries of TANLAP services. ¹⁷
Human Rights Defenders	Most of the human rights defenders are prone to victimization that may be committed by opposing forces. TANLAP services will also benefit the Human Rights Defenders in Tanzania
General Public	The General Public is the direct recipient of the legal aid services. The Support that TANLAP will provide to the legal aid providers will in fact benefit the indigents from the general public. Moreover the satisfaction by the indigents will have a spillover effect to peace and tranquility in the society which is an essential public good indirectly emanating from TANLAP services.
Media	TANLAP interventions on legal education and advocacy work will very much benefit different sorts of media including print and electronic media geared to provide public education.

6.2 Partners and Potential partners

TANLAP will work with its partners and some of its potential partners for purposes of ensuring that the planned interventions are well and effectively implemented. TANLAP shall therefore collaborate with diverse number of stakeholders who serve as boundary partners in trying to accomplish its mission and programmes in Tanzania. These will include all TANLAP members and development partners, United Nations Agencies, Civil Society Organizations; Faith based organizations, research and training institutions. Moreover - another important group include: the media houses, networks, paralegals, human rights monitors, trade unions and the private sector.

Stakeholder	Description
TANLAP members	TANLAP member organisations will be the ones in fore front to ensure implementation of TANLAP interventions. These are the ones providing legal aid services to indigents in all Regions of Tanzania Mainland and will be the one to carry forward TANLAP agenda.

¹⁷ According to LSF statistics – accessed on 10th February 2016 at <http://lsftz.org/facts.php>

Development Partners	TANLAP will work closely with the Development Partners in who support social justice in Tanzania for purposes of ensuring that there are sufficient material and financial resources to support the implementation of this Strategic plan. These will include Embassies, International Development Agencies; Charity organisations and donor community in general.
CSOs¹⁸	TANLAP will keep working close with various CSOs and CSOs Networks in Tanzania and outside Tanzania as close allies and partners that would ensure that the Strategic Objectives are realised for the benefit of indigents in Tanzania.
FBOs¹⁹	TANLAP has taken note of the work of Faith Based Organisations. TANLAP will strive to create a working partnership with such FBOs including the National Muslim Council of Tanzania (BAKWATA); Tanzania Episcopal Conference (TEC); Pentecostal Council of Tanzania (PCT); Tanzania Interfaith Partnership (TIP); and Christian Council of Tanzania (CCT)
RAIs	TANLAP will tap the rich resources available from Research and Academic Institutions including the University of Dar es Salaam (UDSM); other Public and Private Universities; Policy Research for Development (REPOA); and Economic and Social Research Foundation (ESRF)
Media	TANLAP not only treats the media as a beneficiaries but also as partners. TANLAP will work very close with different media houses including: Channel Ten, Mlimani TV, ITV, Clouds and community radios as well as Mwananchi/Citizens, Mtanzania and Nipashe news papers.
Trade Unions	TANLAP will work close with trade unions in Tanzania including the Tanzania Union Congress of Tanzania (TUCTA) and all its affiliates.

6.3 Decision Makers

These include: government ministries, departments and agencies, Parliament and the judiciary.

Stakeholder	Description
MDAs²⁰	Ministry of Constitution and Legal Affairs; Ministry of Community Development Gender and Children; Vice President's Office – Environmental Division; Ministry of Labour and Employment; Prime Minister's Office Regional and

¹⁸CSOs represents Civil Society Organizations

¹⁹FBOs represents Faith Based Organizations

²⁰MDAs represents Government Ministries, Departments and Agencies

	Local Government Administration (PMORLAG); Commission for Human Rights and Good Governance (CHRAGG); National Environmental Management Council (NEMC); Occupational Safety and Health Agency (OSHA); Tanzania Investment Centre (TIC); Tanzania Mining Audit Agency (TMAA); Tanzania Atomic Energy Commission (TAEC); Tanzania Revenue Authority (TRA); National Electoral Commission; Prevention and Combating of Corruption Bureau; Tanzania Police Force.
Parliament	TANLAP through its Members will also engage different committees of the Parliament of Tanzania to ensure that legal aid law is enacted; and that all other such laws that are enacted or amended will not inhibit access to justice by poor but rather enhance it and promote rule of law in Tanzania.
Judiciary	TANLAP through its Members will continuously engage the Tanzanian Judiciary through litigation and administrative consultations in order to ensure that all clogs and hindrances to access to justice by poor will be addressed in a way that enhance and promote rule of law in Tanzania.

7: GOVERNANCE PROGRAMME IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

The Organization of TANLAP is geared toward ensuring that the mission and goals of the network are effectively and efficiently accomplished. In accordance with the Memorandum and Articles of Association, the members of the network will meet yearly at the Annual General Meeting (AGM), which makes and takes decisions and actions on issues related to the membership, constitution and policies. The other functions of the Annual General Meeting will include approving annual reports, plans and budgets and selecting the Board of Directors and officers of the organization. The Board will ensure the network has appropriate plans and approves quarterly, biannually and annual reports from the Executive Director. The secretariat will be directly responsible to the Board. Under the Executive Director, the Secretariat will take care of the operational activities by interpreting policies and strategies ensuring that activities are carried out according to plans and reports are written and submitted to relevant bodies and meetings.

The Executive Director of TANLAP will be responsible for day-to-day management of the Secretariat. The head of departments together with the Executive Director will constitute the Senior Management Team. This team will meet weekly and monthly to review organizational and programme performance. The Secretariat will convene quarterly staff meetings and discuss issues for the overall TANLAP's organizational development and effectiveness.

To inculcate and maintain a sense of network ownership and loyalty, TANLAP will design, implement and manage its programme using a participatory approach. The Secretariat will make deliberate effort to execute all its activities WITH and THROUGH members to avoid unnecessary competition and duplication of activities. This is very key to long-term members' commitment and sustainability of the network. Members will take leadership and be rallied with pre-determined strategic objectives for participatory programme cycle management and collective responsibility and accountability. Strategic rallying will be done based on comparative advantages of member organizations. This implies that heads of programmes at the Secretariat will be closely supported and advised by Strategic Committees (SG).

TANLAP will facilitate establishment of Seven Zones of Legal Aid Providers comprising regional networks of Legal Aid Providers. These structures will be set up to facilitate and coordinate harmonization, self regulation, smooth capacity building and strategic policy and legislative advocacy. The Seven Zones will include Central Zone comprising Dodoma, Singida and Morogoro regions; Eastern Zone comprising Dar es salaam, Coast and Tanga regions, Southern Zone comprising Mtwara, Lindi, Ruvuma and Iringa and Mbeya Regions. The other zones will include, Lake Zone comprising Mwanza, Shinyanga, Kagera and Mara region, Western Zone comprising Kigoma, Tabora and Sumbawanga regions and Northern Zone comprising Kilimanjaro, Arusha and Manyara regions.

8.0 RISKS AND ASSUMPTIONS

TANLAP is aware of the fact that advocating for significant change in policy and practice implies challenging the status quo in some instances. The network will make deliberate effort to use proactive, pre-emptive and conciliatory strategies to put across and advance its advocacy agenda. TANLAP will make every effort to build and broaden its constituency for potential shock absorbance and strategic resilience.

Successful programming and execution of strategy activities requires conducive external environments. The network will monitor its operating contexts and manage adaptively so as to remain efficient and effective. The success of TANLAP in executing its strategy hinges upon a number of assumptions. They include but not limited to the following: Tanzania continues to be politically stable; no major natural disasters occur and friends of justice and the development partners will honor and maintain their commitments to the Network and its cause.

9.0 MONITORING AND EVALUATION

TANLAP will devise and operationalise an efficient and effective Monitoring and Evaluation (M&E) system to provide feedback on organisational development, programme implementation and performance. Monitoring will entail continuous collection of data on specified indicators to assess for a development intervention, its implementation in relation to activity schedule and expenditure of allocated funds, and its progress and achievements in relation to its objectives. The organisation also undertake context monitoring with a view to tracking important developments in policy and

legal landscape at global, regional and country levels so as to inform its programme design, priority setting and strategic targeting for anticipated results.

9.1 Monitoring

Monitoring will be carried out on a daily, weekly, monthly, quarterly, and semi-annual and annual basis, examining actual implementation of activities in relation to planned activities. Financial monitoring in terms of planned and actual expenditures will be undertaken accompanied by physical monitoring. The network will undertake holistic evaluation. This will entail periodic assessment of the design, implementation, outcome and impact of a development intervention. Evaluation will focus on assessing the relevance and achievement of objectives, and implementation performance in terms of effectiveness and efficiency, and the nature, distribution and sustainability of impacts.

M& E system will be geared towards helping the organization, identify problems early and propose solutions, evaluate achievements of programme objectives, promote participation, ownership and accountability.

9.2 Evaluation

TANLAP will continue to make use of the adopted participatory monitoring and evaluation approach so as to inculcate members' sense of accountability and ownership of the network and its programme.

TANLAP will ensure that the key components of a sound Monitoring and Evaluation system are included, reviewed and updated accordingly to make it more user-friendly to provide timely information for management decision making. The key elements of the TANLAP Monitoring and Evaluation system will entail, but not limited to the following:

- a) Clear statements of measurable objectives for the programmes cycle management and overall organisational development; . Structured set of indicators covering inputs, process, output, outcome, impact and external factors;
- b) Baseline and a means to compare progress and achievement against targets;
- c) Clear mechanism for reporting and use of M & E results in decision making; and
- d) Sustainable organisational arrangements for data collection, management, analysis and reporting

9.3 Financial Reporting and Accountability

TANLAP will develop user-friendly financial systems to facilitate monitoring of resources including funds and reporting to members and donors. The financial systems will include administrative and financial policies and procedures clearly stipulating financial controls and accountability mechanisms.

User-friendly formats for financial reporting will be developed. Accounts shall be recorded in user-friendly and computerized accounting package so as to enable automated reports and quick reference, and limit errors and potential for fraud.

9.4 Reporting

The secretariat will prepare annual, semi-annual, quarterly, monthly and weekly plans and report on progress of implementation of the same during weekly, monthly, quarterly meetings and half-yearly meetings . The Secretariat will and the Board will Organise Semi-Annual Retreats to take stock of both institutional and programme performance and chart the way forward. The network will hire a professional staff that will coordinate and lead a holistic M& E functions and ensure quality assurance.

9.5 Reporting plan

The following outlines the types of reports, officers responsible and schedule for reporting.

	Type of report	Prepared by	For/To
1	Monthly reports	Programme Officer Finance/Admin Officer	Executive Director
2.	Quarterly reports against work plan	Programme Officers/ Executive Director	Board
3	Semi-annual reports	Programme Officers/ Executive Director	Board
4.	Annual narrative reports	Programme Officers/ Executive Director	Board/ AGM
5	Annual Accounts (audited)	Programme Officers/ Executive Director	Board/ AGM

10. RESOURCE REQUIREMENTS AND BUDGET PROJECTION

TANLAP will search, select, recruit and maintain an outstandingly competent staff to accomplish the network goals and objectives and at the same time meet the expectations of the members. The organization will adopt the best human resource management and development practices to inculcate productivity, innovativeness and overall work morale. Successful execution of the strategy requires human, material and financial resources.

TANLAP will procure and maintain modern and efficient office equipment for its smooth functioning. Material resources will certainly be needed. Such equipment and gadgets will include, but not limited to, Vehicles, Computers, Photocopiers, Office Chairs and Tables, File Cabinets, LCD machines, Digital Cameras, Scanners and Printers.

A supply and inventory management policy will be used to prudently and transparently manage the material resources of the network. The network will strive to purchase and/or build its own modern office premise.

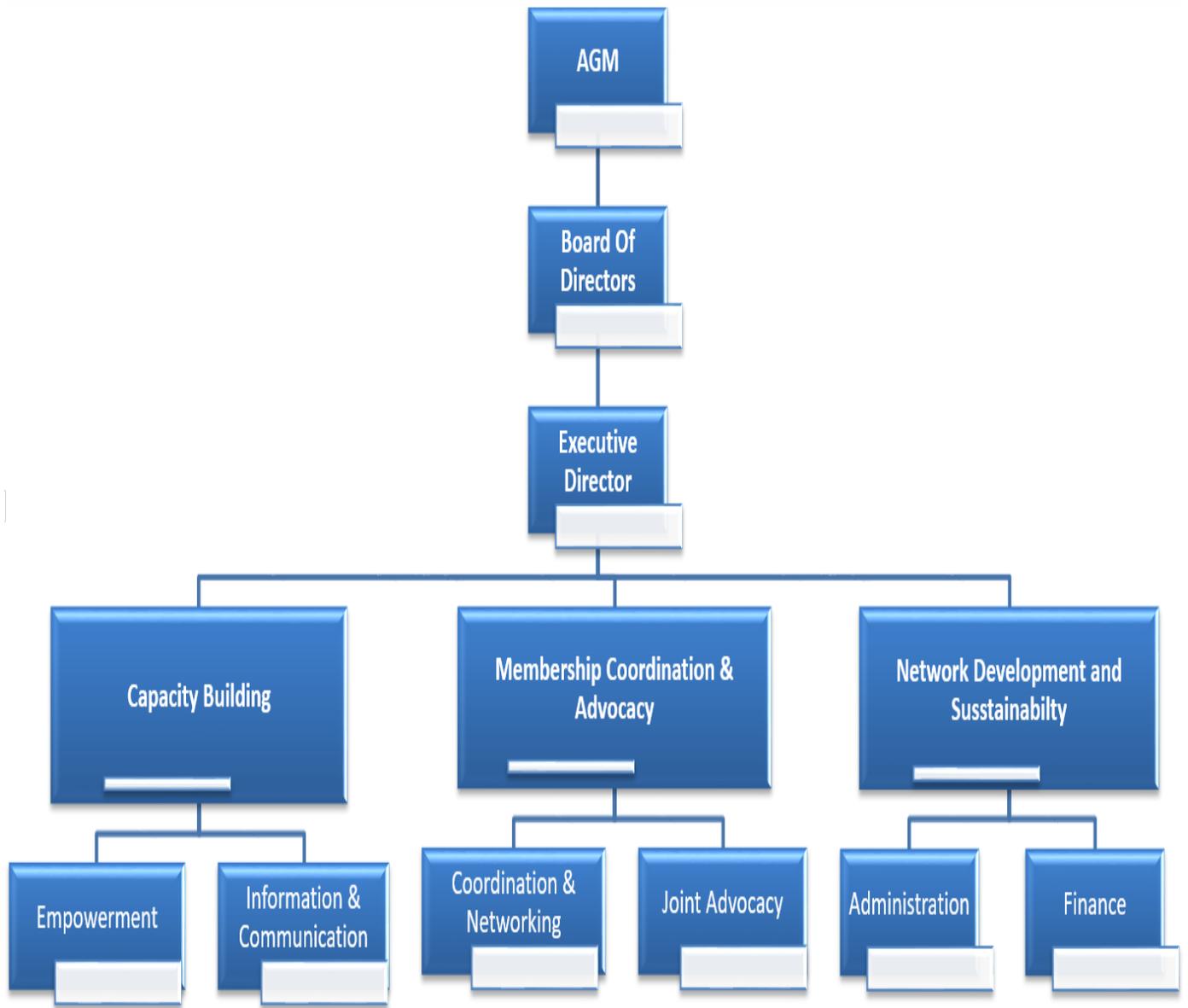
TANLAP will need financial resources to run the organization, implement its programme, pay for office running costs and maintain its workforce. The organization will explore and adopt ways to make it sustainable. Over the five year period, TANLAP will need a total of US Dollars 10,541,336

Table 1: Budget Projection 2016-2020 in USD.²¹

Item/Financial Year	2016	2017	2018	2019	2020	Total
Programmes	1,874,675	1,636,587	1,365,780	1,434,069	2,825,089	9,136,199
Overhead Costs (Salaries)	254,294	267,009	280,359	294,377	309,096	1,405,137
Grand Total	2,128,969	1,903,596	1,646,139	1,728,446	3,134,185	10,541,336

²¹ This projection is based on the previous budget which has considered and factored in the exchange rate of USD at TShs.2200 per 1USD and also considered the annual inflation rate at 6.6% annually. It may be noted that the inflation rate in Tanzania accelerated to **6.6 percent** in November of 2015 from **6.3 percent** in the previous month. It is the highest figure since September last year. See - [Tanzania Inflation Rate - Trading Economics](http://www.tradingeconomics.com/tanzania/inflation-cpi) at www.tradingeconomics.com/tanzania/inflation-cpi

Annex1: Organogram of TANLAP



Annex2: - Logical Framework Matrix: TANLAP five-year strategic Plan 2010-2015

NARRATIVE	• OBJECTIVELY VERIFIABLE INDICATORS	• MEANS OF VERIFICATION	• IMPORTANT ASSUMPTIONS
Goal: Poor and marginalized communities in Tanzania have access to justice and all inclusive human rights are safeguarded and respected	<ul style="list-style-type: none"> • Number of legal aid service providers • Percentage of population aware of human rights • Number of individuals satisfied by the legal aid provided by LAPs 	<ul style="list-style-type: none"> • Reports of the Commission for Human Rights and Good Governance • National Human Rights Situation reports 	<ul style="list-style-type: none"> • Tanzania remains politically stable • <input type="checkbox"/> The Government of Tanzania remain committed to good and democratic governance
STRATEGIC AIM ONE: CAPACITY OF LAPS STRENGTHENED	<ul style="list-style-type: none"> • Number of LAPs' staff trained on legal aid provision 	<ul style="list-style-type: none"> • Progress reports • Field observation 	<ul style="list-style-type: none"> • Financial support to Legal Aid Providers is available timely
Output 1.1: Members' provision of standard and quality legal aid services improved.	<ul style="list-style-type: none"> • Number of institutions providing legal aid services • Percentage of Legal Aid Providers using standard legal aid materials 	<ul style="list-style-type: none"> • Review of legal aid reference materials • Clients Satisfaction survey Report • Reports of periodic visits to LAPs 	<ul style="list-style-type: none"> • Development partners and donors remain committed to ensuring access to justice among the poor

	and references		
Key Activities:			
1.1.1. Carry out capacity needs assessment of Legal Aid Providers			
1.1.2. Develop a standard curriculum for training of legal aid providers and paralegals in Tanzania			
1.1.3. Conduct a comprehensive training for Paralegal Trainers			
1.1.4. Conduct TOT training on standard legal aid provision for selected Legal Officers providing legal aid			
1.1.5. Develop and avail information and reference materials for legal aid provision (rural areas, in schools, in prisons, in Courts, in police stations, in public libraries)			
1.1.6. Organize zonal based and demand driven capacity building sessions for Legal Aid Providers			
1.1.7. Provide strategic capacity building support to member organizations to avail legal aid services to communities which do not have access to legal aid services (rural, poor urban communities, immigrants, PLWHAs, PWDs, prisoners, children, indigent persons)			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 1.2 Members' capacity to provide legal aid services to vulnerable groups (PLWHAs, PWDs, Drug addicts, children) enhanced	<ul style="list-style-type: none"> • Proportion of Vulnerable groups with access to legal aid 	<ul style="list-style-type: none"> • Progress reports • Reports of institutions working for vulnerable groups 	<ul style="list-style-type: none"> • Financial resources will be available timely among Legal aid providers
Key Activities			
1.2.1. Provide voluntary technical support to selected LAPs to provide legal aid services to vulnerable groups (PLWHAs, PWDS, drug addicts, children)			
1.2.2. Provide financial support to selected LAPs to provide legal aid services to vulnerable groups (PLWHAs, PWDS, drug addicts, children)			
1.2.3. Facilitate organizations for vulnerable groups to establish units for provision of legal and paralegal services to their members and clients			
1.2.4. Conduct legal and human rights training for leaders of organizations working for the rights of vulnerable groups			
1.2.5. Conduct annual reflection and learning meetings on access to justice for leaders of			

organisations of vulnerable groups			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 1.3 Members' capacity to address legal and human rights awareness of the general public improved	<ul style="list-style-type: none"> Percentage of population in target areas aware of legal and human rights Number of educational institutions whose curriculum has mainstreamed human rights topics Number of seminars and workshops on legal and human rights education conducted by LAPs 	<ul style="list-style-type: none"> Progress reports Survey reports Field observation 	<ul style="list-style-type: none"> National leadership's political will for social justice and democratic governance continues
Key Activities			
1.3.1.	Facilitate zonal based legal and human rights education seminars for writers, reporters, editors, media houses owners		
1.3.2.	Identify and train pro-human rights journalists for enhanced Human Rights reporting		
1.3.3.	Conduct TOT trainings on Legal and Human Rights for Legal Aid Providers		
1.3.4.	Facilitate zonal based legal and human rights education seminars for senior police officers		
1.3.5.	Facilitate zonal based - legal and human rights education seminars for District Commissioners and Regional Commissioners.		
1.3.6.	Facilitate zonal based legal and human rights education seminars for District Executive Directors		
1.3.7.	In Partnership with members, advocate for inclusion of legal and human rights topics in primary, secondary and tertiary education syllabi		

1.3.8. In partnership with members prepare and air weekly community radio programmes on selected issues			
1.3.9. In partnership with members prepare and air weekly TV programmes on selected issues.			
1.3.10. In partnership with members run hotlines and mobile phone services for legal and human right issues			
1.3.11. In partnership with members produce and disseminate awareness raising posters, brochures, calendars, diaries, and leaflets			
1.3.12. In partnership with members produce, publish and disseminate audio and video materials, books, drama on legal and human rights literacy			
1.3.13. In partnership with members organize public forums on legal and Human Rights			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 1.4 Capacity of LAPs in policy and law making processes increased.	<ul style="list-style-type: none"> • Number of LAPs involved in formulation and or review of policies and laws • Number of policies and laws reviewed by LAPs 	<ul style="list-style-type: none"> • Progress report • Interview with members of TANLAP 	<ul style="list-style-type: none"> • Financial resources among LAPs will be available timely
Key Activities			
1.4.1. Conduct TOT training sessions for LAPs in Policy Analysis and Advocacy			
1.4.2. Conduct zonal based - training sessions for LAPs on Policy Analysis and Advocacy			
1.4.3. Conduct national consultative workshops for LAPs to identify legislative gaps and related advocacy issues, opportunities and effective approach for engagement			
1.4.4. Convene policy and law making public hearing meetings for LAPs to review the draft Bills			
1.4.5. Prepare and roll out a guideline for effective participation of LAP in influencing policy and practice change			
1.4.6. Facilitate drafting of a bill for enactment of a legal aid and Paralegals Acts			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS

<p>Output 1.5 Strategic partnerships for policy and law making processes developed.</p>	<ul style="list-style-type: none"> • Number of advocacy related key contacts developed and updated • Number of advocacy consultative workshops conducted • <input type="checkbox"/> Number of organizations involved in TANLAP's organized policy events 	<ul style="list-style-type: none"> • Progress report • Coalition reports • Forums report 	<ul style="list-style-type: none"> • Freedom of assembly will continue being safeguarded by law enforcement organs
<p>Key Activities</p>			
<p>1.5.1. Conduct bi-annual consultative meetings to identify and prioritize advocacy issues</p>			
<p>1.5.2. Identify and register with strategic networks locally and internationally</p>			
<p>1.5.3. Conduct annual consultative workshops with Law Reform Commission, the Commission for Human Rights and Good Governance, police, prisons, immigration, judicial, to identify common legal and human rights concerns</p>			
<p>1.5.4. Establish periodic and issue based Task Forces for policy analysis and compilation of policy Briefs</p>			
<p>1.5.5. Provide technical and financial support for strategic litigation of public interest cases</p>			
<p>1.5.6. Facilitate Legal and Human Right awareness seminars to Members of Parliament</p>			
<p>1.5.7. Facilitate legal and human rights awareness seminars to Chairpersons of District and Municipal councils</p>			
	<p>OBJECTIVELY VERIFIABLE INDICATORS</p>	<p>MEANS OF VERIFICATION</p>	<p>IMPORTANT ASSUMPTIONS</p>
<p>Output 1.6 Members' demand driven, user friendly and quality publications produced and disseminated.</p>	<ul style="list-style-type: none"> • Number of user-friendly publications produced • <input type="checkbox"/> Number of publications disseminated 	<ul style="list-style-type: none"> • Progress reports • Subscribers review • Dispatch review 	<ul style="list-style-type: none"> • Publishing will be affordable

Key Activities:			
1.6.1.	Prepare and publish information, important pieces of legislation and other educational materials in plain language		
1.6.2.	Translate and demystify information and other educational materials in simple Swahili		
1.6.3.	Produce and publish quarterly newsletters and disseminate to members and other Subscribers		
1.6.4.	Produce and publish user-friendly fact sheets and policy briefs		
1.6.5.	Design, regularly update and maintain user-friendly TANLAP web sites and web pages and sub domains on various legal aid issues		
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
STRATEGIC AIM TWO: COORDINATION OF LEGAL AID PROVISION SUSTAINABLY IMPROVED.	<ul style="list-style-type: none"> • Number of LAPs coordinated by the Network • Number of individuals who benefited from the services of LAPs • Increased scope of geographical coverage of LAPs 	<ul style="list-style-type: none"> • Progress reports • Field observation 	<ul style="list-style-type: none"> • Financial and technical support to Legal Aid Providers is available timely
Output 2.1 Membership of TANLAP broadened and increased	<ul style="list-style-type: none"> • Number of LAPs registered with TANLAP 	<ul style="list-style-type: none"> • Review of membership database • Progress report 	<ul style="list-style-type: none"> • <input type="checkbox"/> The country will continue respecting freedom of association
Key Activities			
2.1.1.	Develop and maintain a user-friendly database of TANLAP members		
2.1.2.	Recruit and orient new TANLAP members		
2.1.3.	Conduct annual members' satisfaction survey		
2.1.4.	Prepare information materials such as newsletters and position papers and regularly		

disseminate them to members			
2.1.5. Develop and update Directory of Legal Aid providers in Tanzania			
2.1.6. Develop, update and extend Members services in the TANLAP website			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 2.2 Standards for Legal Aid provision in Tanzania established and improved	<ul style="list-style-type: none"> • Number of LAPs having adopted professional code of ethics • Number of Standards Board meetings conducted 	<ul style="list-style-type: none"> • Progress reports • Memorandum of Understanding • signed • Review of Professional and Standards Board Meetings 	<ul style="list-style-type: none"> • The Government of Tanzania will recognize and respect LAPs' Quality Standards Board
Key Activities:			
2.2.1.	Develop and roll out standards and guidelines for legal aid provision in Tanzania		
2.2.2.	Establish a professional Board for monitoring the quality of legal aid provision		
2.2.3.	Review and roll out standards of legal aid provision		
2.2.4.	Provide certificates of good practice to approved Legal Aid Providers		
2.2.5.	Prepare and roll out a code of conduct for legal aid provision		
2.2.6.	Conduct bi-annual participatory quality monitoring missions on legal aid providers		
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 2.3 Action research to inform Members on policy and practice undertaken.	<ul style="list-style-type: none"> • Number of fact sheets produced and disseminated • Number of policies and laws researched upon • <input type="checkbox"/> Number of studies conducted 	<ul style="list-style-type: none"> • Number of policy makers contacted and or provided with relevant fact sheets • Review of research reports 	<ul style="list-style-type: none"> • Resources will be available timely

Key Activities:			
2.3.1. Conduct annual consultative meetings of TANLAP members to determine and agree on priority research agenda			
2.3.2. Carry out periodic data collection on selected issues			
2.3.3. Conduct researches and baseline studies on legal aid services			
2.3.4. Conduct annual pilot studies to identify potential areas for extension of legal aid services			
2.3.5. Develop Terms of Reference for engagement of Researchers			
2.3.6. Provide supervisory and follow up support for research undertakings			
2.3.7. Conduct stakeholder’s consultative meetings to review and disseminate research findings			
2.3.8. Publish and disseminate research reports			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 2.4 One-stop and user-friendly Documentation Centers established and maintained	<ul style="list-style-type: none"> • Number of people using documentation centres • Number of publications stocked in documentation centres 	<ul style="list-style-type: none"> • Review of users registers • Progress report 	<ul style="list-style-type: none"> • Reading culture among Tanzanians will continue growing
Key Activities			
2.4.1. Carry out participatory information needs assessment for TANLAP members			
2.4.2. Design, set up, furnish and maintain Zonal Documentation Centers			
2.4.3. Design, set up, furnish and maintain legal documentation centers in urban and rural areas			
2.4.4. Procure, collate and stock up-to-date information and diverse literature related to the work of TANLAP			
2.4.5. Design and maintain an informative, resourceful and user-friendly website of TANLAP			
2.4.6. Identify and subscribe demand driven journals, newsletters and related publications			
2.4.7. Collect, document and maintain up-to-date strategic studies reports and best practices on legal and human rights from both members and non-members of TANLAP.			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 2.5 Sustainability of TANLAP members	<ul style="list-style-type: none"> • Number of LAP with skills in fundraising 	<ul style="list-style-type: none"> • Progress reports • <input type="checkbox"/> Review of organizational 	<ul style="list-style-type: none"> • Access to justice among the poor communities

enhanced	<ul style="list-style-type: none"> • Number of donors supporting legal aid providers 	capacity assessment report	will remain one of Development Partner's agenda
Key Activities:			
2.5.1. Conduct sustainability assessment for LAPs			
2.5.2. Conduct a zonal based training for LAPs on project planning and management			
2.5.3. Conduct zonal based training for LAPs on Leadership and Governance			
2.5.4. Conduct zonal trainings for LAPs on Fundraising and Institutional Sustainability			
2.5.5. Establish and manage a special Basket Fund for Legal Aid Providers			
2.5.6. Conduct annual donor research and disseminate information to member Legal Aid Providers			
2.5.7. Provide technical support to Legal Aid Providers for resource mobilization			
2.5.8. Provide annual awards and certificates of good practice to TANLAP members and other outstanding individuals or communities and institutions that have contributed to improving legal aid services			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
STRATEGIC AIM THREE: ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY STRENGTHENED.	<ul style="list-style-type: none"> • Percentage of staff satisfied with performance and effectiveness of TANLAP • Number of donors contributing to TANLAP budget 	<ul style="list-style-type: none"> • Organizational Capacity Assessment Report • Progress report 	<ul style="list-style-type: none"> • Development Partners will remain committed to supporting access to justice • <input type="checkbox"/> Policy and legal framework will continue being conducive to growth of Civil Society Organisations
Output Human 3.1:	<ul style="list-style-type: none"> • Number of qualified and 	<ul style="list-style-type: none"> • Progress report • Performance 	<ul style="list-style-type: none"> • Qualified and experienced

resources capacity strengthened	<p>experienced staff qualified</p> <ul style="list-style-type: none"> • Number of professional volunteers recruited and engaged • Number of staff trained 	<p>appraisal report</p> <ul style="list-style-type: none"> • Training reports 	<p>personnel will be available and affordable</p>
Key Activities:			
3.1.1.	Recruit demand driven and competent personnel		
3.1.2.	Carry out staff performance appraisals		
3.1.3.	Conduct training needs assessment for staff		
3.1.4.	Provide financial support for demand driven short courses		
3.1.5.	Organise study tours for TANLAP staff and members		
3.1.6.	Organise local and North-South staff exchange programmes for learning		
3.1.7.	Organise monthly demand driven lunch and learn sessions for staff		
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 3.2: Governance and Organizational Development of TANLAP strengthened.	<ul style="list-style-type: none"> • Number of Board and Annual General Meetings held • Number of policy and governance instruments developed 	<ul style="list-style-type: none"> • Review of minutes of Board and Annual General Meetings • Organisational Capacity Assessment Reports 	<ul style="list-style-type: none"> • Policy and legal framework remains conducive for growth and development of civil society organisations
Key Activities:			
3.2.1.	Conduct quarterly Board Meetings as scheduled		
3.2.2.	Conduct Annual General Meetings as scheduled		
3.2.3.	Conduct quarterly staff meetings		
3.2.4.	Conduct monthly management meetings		
3.2.5.	Conduct weekly briefing and planning meetings		
3.2.6.	Conduct semi-annual Rapid Organisational Capacity Assessments		
3.2.7.	Develop and Implement semi-annual Organisational Development plans		
3.2.8.	Organise regular internal knowledge and skills sharing session's mutual learning		

3.2.9. Document and share with members the Organisational Development Lessons and best practices.			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 3.3: Resources mobilization and management strengthened	<ul style="list-style-type: none"> • Number of Board Decisions made on resource mobilization and management • Number of sources of financial support increased 	<ul style="list-style-type: none"> • Progress report • Bank statements • Audited reports 	<ul style="list-style-type: none"> • Donor community remain committed to social justice
Key Activities:			
3.3.1. Devise, implement and review a Resource Winning Strategy of TANLAP			
3.3.2. Identify potential donors and cultivate local and international donor base			
3.3.3. Prepare grant applications and submit to strategic Development Partners for funding			
3.3.4. Organise workshops on fundraising			
3.3.5. Organise workshops on proposal writing and contract management			
3.3.6. Devise and operationalise a supply and inventory management policy manual			
3.3.7. Conduct training and orient staff on resource stewardship and prudent financial management			
3.3.8. Prepare financial updates and reports timely			
3.3.9. Establish and operationalise an internal control system for prudent financial management			
3.3.10. Conduct semi-annual internal audit and annual external audit of Books of Account			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 3.4: Quality Assurance, M & E system established and operationalized.	<ul style="list-style-type: none"> • Number of management decisions informed by M & E system 	<ul style="list-style-type: none"> • Progress reports • Customer satisfaction survey 	<ul style="list-style-type: none"> • Financial resources will be available timely

TANLAP five years strategic plan 2016-2020

Key Activities:			
3.4.1.	Prepare and operationalise standards and guidelines for customer care, products and services of TANLAP		
3.4.2.	Design and operationalise a participatory Monitoring and Evaluation system of TANLAP		
3.4.3.	Develop and review departmental and consolidated monitoring and evaluation plans		
3.4.4.	Prepare and fine-tune data capturing and collection tools		
3.4.5.	Conduct training on participatory Monitoring and Evaluation		
3.4.6.	Prepare weekly updates, monthly, quarterly, semi-annual and annual narrative and financial progress reports.		
3.4.7.	Conduct annual participatory programme reviews		
3.4.8.	Conduct a holistic midterm evaluation		
3.4.9.	Conduct a holistic end of strategy evaluation		
3.4.10.	Conduct stakeholders' consultative meetings to review evaluation results		
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 3.5 Management Information System established and operationalized	<ul style="list-style-type: none"> • Number of informed management decisions made • Time taken to retrieve needed information for management decisions 	<ul style="list-style-type: none"> • Progress reports • Organizational capacity assessment reports • Direct observation 	<ul style="list-style-type: none"> • User-friendly Computer programmes/ software will be affordable
Key Activities			
3.5.1.	Undertake Management information needs assessment of TANLAP Secretariat		
3.5.2.	Procure and install up-to-date computer programmes		
3.5.3.	Conduct demand driven training to staff on computer and software applications		
3.5.4.	Carry out regular servicing of computers and related information gadgets		
3.5.5.	Centralise and network documents and files for efficient management decisions making		
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 3.6	<ul style="list-style-type: none"> • Number of 	<ul style="list-style-type: none"> • Review of 	<ul style="list-style-type: none"> • Material

Material resources for smooth running of the Secretariat procured and maintained	physical resources procured and maintained <ul style="list-style-type: none"> • Number of staff members with decent office space 	inventory <ul style="list-style-type: none"> • Audited accounts • Progress report 	resources will be affordable
Key Activities			
3.6.1. Procure and maintain Four-Wheel Drive motor vehicles			
3.6.2. Procure and maintain furniture			
3.6.3. Procure and maintain office equipment			
3.6.4. Procure and replenish office utilities			
3.6.5. Acquire and maintain a decent office premises			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 3.7 Financial management enhanced	<ul style="list-style-type: none"> • Number of policy decisions made on financial management • Number of staff members aware of good financial management principles 	<ul style="list-style-type: none"> • Financial progress report • Review of financial accounting software 	<ul style="list-style-type: none"> • User friendly accounting software is affordable
Key Activities			
3.7.1. Establish and operationalise internal controls system			
3.7.2. Prepare and operationalise financial management policy manual			
3.7.3. Conduct staff training on prudent financial management			
3.7.4. Procure and install a user-friendly accounting package			
3.7.5. Prepare monthly, quarterly, semi-annual and annual financial reports			
3.7.6. Conduct annual audit of books of accounts			
	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Output 3.8	<ul style="list-style-type: none"> • Number of 	<ul style="list-style-type: none"> • Progress report 	<ul style="list-style-type: none"> • Education

<p>Foundations for establishment of a legal aid institute established</p>	<p>Institutions involved</p> <ul style="list-style-type: none"> • Number of meetings held 	<ul style="list-style-type: none"> • Feasibility Study Report • Minutes of Task Force Meetings 	<p>and Training policy will remain favourable for establishment and running of training institutions</p>
<p>Key Activities</p>			
<p>3.8.1. Prepare project proposal for establishment of a Legal Aid Institute</p>			
<p>3.8.2. Conduct feasibility studies for establishment of a Legal Aid Institute</p>			
<p>3.8.3. Draft legal documents for establishment of a legal aid training institute</p>			
<p>3.8.4. Establish TANLAP’s Task Force for establishment of Legal Aid Institute</p>			
	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •