



STRATEGIC PLAN 2019-2024

For a Just and Equitable Society



TABLE OF CONTENTS

Table and Figures.....	ii
List Of Abbreviations.....	iii
A Word from Executive Director	iv
Executive Summary.....	v
1. ORGANISATIONAL DESCRIPTION.....	1
Our Values:	2
2. SITUATIONAL ANALYSIS ..	4
Political context	4
Economic context.....	6
Social context.....	7
Technological context.....	8
Environmental context.....	9
Legal context.....	9
3. THEORY OF CHANGE	11
Assumptions and risks	12
4. STRATEGIC OBJECTIVES ..	13
4.1 Approaches and strategies	18
4.2 Geographical focus.....	19
5. MONITORING AND ACCOUNTABILITY	21
6. SWOT ANALYSIS	23
7. RISK ASSESSMENT AND MITIGATION STRATEGIES.....	25



TABLES AND FIGURES

FIGURE 1.

LHRC 2019-2024 Theory Of Change 12

FIGURE 2.

LHRC Strategic Objectives Per Zone 20

TABLE 1.

Risks & Mitigation For The 2019-2024 LHRC Strategic Plan 26



LIST OF ABBREVIATIONS

ACCA	African Coalition for Corporate Accountability
ACHPR	African Commission on Human and Peoples' Rights
AGM	Annual General Meeting
CBO	Community Based Organisation
CCM	Chama cha Mapinduzi
AU	Afro Union
CSO	Civil Society Organisation
FIDH	International Federation of Human Rights
FGM	Female Genital Mutilation
HR	Human Rights
HRC	Human Rights Clubs
HRM	Human Rights Monitor
HRW	Human Rights Watch
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICT	Information Communication Technology
IEC	Information, Education and Communication
KIKUHAMI	Coalition Promoting Women's Rights to Inheritance & Administration of Estates
LAC	Legal Aid Clinic
LHRC	Legal and Human Right Centre
MEL	Monitoring, Evaluation and Learning
MKUKI	Coalition against Gender-Based Violence
NGO	Non-government organisation
PWD	Persons with Disabilities
SALAN	Southern African Legal Assistance Network
SDG	Sustainable Development Goals
SMT	Senior Management Team
SO	Strategic Objective
SOAWR	Solidarity for African Women Rights
SOP	Standard Operating Procedure
TALA	Tanzania Land Alliance
THRDC	Tanzania Human Rights Defenders Network
TECMN	Tanzania Ending Child Marriage Network
TACCEO	Tanzania Civil Society Consortium on Election Observation
TANLAP	Tanzania Legal Aid Providers
TAREMINET	Tanzania Refugees and Migrants Coalition
TANLET	Tanzania Legal Education Trust
TCRA	Tanzania Communications Regulatory Authority
WCADP	World Coalition against the Death Penalty



A WORD FROM THE EXECUTIVE DIRECTOR

Dear friends of human rights,

The Legal and Human Rights Centre (LHRC) is delighted to share with you her Strategic Plan 2019-2024. Strategic planning is indispensable as we strive to stand out, make impact and attain our mission and vision of a just and equitable society.

This strategy succeeds the strategic plan 2013 - 2018 and it has come at the right time: Tanzania is undergoing major socio-economic transformations, which are likely to profoundly impact the lives of its citizens. Under its Development Vision 2025, Tanzania aspires to become a middle-income country by the year 2025. This drive has been re-vitalized by the 5th phase Government led by President John Magufuli under the theme '*Tanzania ya Viwanda*' (an industrialized Tanzania). The drive to middle income economy has both positive and negative implications to socio-economic as well as civil and political rights in the country. Major changes in legislation and policies, together with massive investments in infrastructure and industrial production, are only likely to positively affect the livelihood of Tanzanians and their rights if human rights standards are upheld.

In the course of enhancing industrialisation, the question of civic space has taken the centre stage. Over the past three years there has been outcry over denial of basic freedoms to Media, Civil Society Organisations, Political Parties and even individuals that are of dissenting views to the Government. The LHRC's 2019-2024 Strategic Plan responds to challenges affecting socio-economic rights, rule of law, civil and political right, and collective rights. It also calls for increased civic space and accountability from duty bearers and rights holders, each to play its part to ensure socio-economic transformation is inclusive, sustainable, and conforms to human rights standards.

Under this Strategic Plan, LHRC will continue to advocate for human rights particularly the rights of marginalized people, including women, children, youth and people with disabilities. The LHRC has been working generally on all generations/groups of Human Rights and we will continue with a more focused approach especially on the legal perspective which is our strength and expertise.

To successfully realize this Strategic Plan, LHRC will effectively engage and play an active role in partnerships, networks and coalitions at all levels from the grassroots to national, regional and international levels.

I therefore encourage all of you to read and support this Strategic Plan both morally and materially. It is only through joint effort that human rights will be upheld for a just and equitable society.



Ms. Anna Henga (Advocate)
Executive Director



EXECUTIVE SUMMARY

This is the Legal and Human Right Centre's (LHRC) fourth strategic plan (2019–2024). It draws from collective reflection, consultation with stakeholders and evaluation of the previous Strategic Plan of 2013-2018.

The plan comes at a time of great change within the organisation and in the country as well. Internally, LHRC has changed her senior leadership after retirement of the two long serving top leaders -the Executive Director and Director of Finance and Administration. Externally, there have been notable changes in the operational context. The last LHRC strategic cycle saw a change in the country's leadership in 2015, with the new government driving for economic development towards a vision to becoming a middle-income country by 2025. A number of positive developments have emerged from the current government, including accountability, the fight against corruption and infrastructural improvement. In the same breath, there are growing concerns over the negative human rights trends. Tanzania has witnessed government's silence on human rights violations; an unprecedented drive towards enactment of new legislations curtailing civic space. Laws have been passed through emergency procedures, with little involvement/consultation of key stakeholders. There are concerns that some of these laws infringe on separation of powers by granting the Executive overly broad discretionary powers to restrict citizens' legitimate exercise of their human rights and fundamental freedoms.

Socio-economically, the World Bank (2018) reports that approximately 70% of Tanzanians live on less than \$2 per day. Majority of the poor (75%) live in rural areas and depend on rainfed agriculture. Although modest improvements have been made in poverty reduction, measures have not been broad based, and the inequality gap has widened. Youth unemployment is high, with an estimated 10% of Tanzania's young jobless, or considered working poor, whose income is less than the basic need poverty line of \$0.96/day. Only 54% of Tanzanians have access to improved water sources, and just 34% to improved sanitation facilities (UNICEF 2014). Given the situation, an equitable economic uplift is a critical national priority. With the drive for economic growth focusing on industrialisation and infrastructure development however, care is needed to balance development and environmental protection, if national prosperity is to be sustainable. Strong encouragement for growth in the context of weak compliance with environmental standards may lead to severe environmental impacts, felt most immediately by poor rural communities.

Violence against women and children is rife, with 39% of women having experienced physical violence since the age of 15, 20% report experiencing sexual violence, 44%

¹ Refer www.worldbank.org a report on Tanzania Mainland Poverty Assessment: A New Picture of Growth for Tanzania Emerges accessed on 3rd Aug 2018

² 2010 Tanzanian Demographic Health Survey



of married women have been physically and/or sexually abused by their partner and three out of 10 children having experienced violence before the age of 18.

In light of the situation, we have, in consultation with our stakeholders, crafted five strategic objectives that will help us contribute to realising the goal of improving the state of human rights in Tanzania. Four of the five objectives address issues concerning human rights abuses, while the fifth for LHRC's improvement of its capacity to deliver the strategy:

SO 1: To deepen the understanding and respect for Human Rights among rights holders and duty bearers that will entrench a culture of human rights in Tanzania

SO 2: To advocate for improvement of rule of law, civic space, democracy, constitutional and legal reforms

SO 3: To promote socio economic and environmental compliance, accountability and justice

SO 4: To improve the legal and policy frameworks governing specific rights of women, children and People with Disabilities (PWDs)

SO 5: To improve the effectiveness of LHRC in delivering its mandate.

Some of the new areas where we shall focus on include: improving legislation for the protection of women, children and PWDs, reinforcing collaboration and strengthening partnerships in the current context, where shrinking civic space and attacks against human rights defenders pose major risks, particularly to any single organisation or individual. We shall in addition partner with other organisations for the purposes of research, information dissemination and advocacy, leveraging our efforts across a wider target audience, and supporting the efforts of others working for human rights.

We shall execute the objectives through tested strategies including evidence based advocacy, engagement with rights holders and duty bearers to create awareness of rights, and obligations, research, monitoring and reporting of human rights issues and legal assistance. We shall energise our networks locally, regionally and internationally to increase the weight of our advocacy. Internally, we shall monitor and evaluate our work in order to learn from it. We shall maintain the flexibility to adapt to changing situations and to respond to lessons learned.



1. ORGANISATIONAL DESCRIPTION

LHRC was established in 1995 as a private, autonomous, voluntary, non-partisan and not-for-profit sharing, non-governmental organisation, with the purpose of working to empower people of Tanzania on legal and human rights awareness. It was formed by University of Dar es Salaam Lecturers of the then Faculty of Law, seeking to engage with the causes of some of the rights violations they encountered in their legal aid camps. They founded the Tanzania Legal Education Trust (TANLET) within the university, and later the LHRC as an autonomous NGO.

Since inception the organisation has thought big and responded boldly to a range of issues. It has articulated and given visibility to human rights issues in the country, built relationships with communities and strengthened social and emotional capital. It has built capacities of young lawyers most of whom are now fearless activists and frontline human rights defenders both at home and abroad. LHRC has trained paralegals, human rights monitors, and volunteers and provided capacity building to civil society organisations.

It has organised human rights campaigns on specific issues such as environmental justice, created spaces for citizens to air their views and complaints related to social justice, and documented stories of abuse of human rights as well as positive stories. LHRC has grown to be known as a leading human rights organisation, human rights watch dog, pace setter, bold and serious organisation as well as flag bearer of human rights in Tanzania. Its operations are mainly focused in Tanzania mainland with specific interventions in Zanzibar. LHRC is a member of different national, regional, international NGOs Networks and human rights bodies. The LHRC has an observer status with the African Commission on Human and Peoples Rights since 2000.

The LHRC vision, mission and values are largely carried forward from previous Strategic Plans, continuing to accurately express the intentions and niche that LHRC occupies in Tanzania.

We envision **“A Just and Equitable Society”** where - the three arms of state [parliament, judiciary and the executive] as well as non-state actors practice accountability, transparency and there is rule of law; and where there is public awareness, respect and engagement for human rights and good governance; and where justice and respect for human dignity are reality.

Our Mission is to empower the public so that they can promote, reinforce and safeguard their rights and this we do through legal and civic education and information; sound legal research and advice; monitoring and follow-up of human rights violations; and advocacy for reforms of policies, laws and practices in conformity with international human rights standards.



Our Values:

- **Integrity:** LHRC ensures that integrity underpins all of its operations. LHRC strives to always conduct its work with honesty and trustworthiness, upholding ethical principles and holding to strong moral uprightness. This means doing the right thing even when no one is watching.
- **Equality and diversity:** LHRC treats individuals or groups of individuals fairly and equally, specific to their needs. LHRC does not discriminate against its clients or employees on the grounds of age, sex, nationality, tribe, ethnicity, place of origin, political opinion, race, colour, disability, occupation, or on any other status. Even when focused on a specific marginalised group, LHRC does not contravene this principle by limiting benefits to only that group.
- **Transparency:** Unless confidentiality is required, LHRC ensures that constituents and stakeholders are fully aware of LHRCs actions, management and financial situation.
- **Accountability:** LHRC is accessible and openly accountable, positioning itself where people know LHRC's responsibilities, and are able to ask for explanations, and give feedback on their experiences of the LHRC.
- **Professionalism:** Members of LHRC conduct themselves with competence, respect and courtesy in engagement with constituents, stakeholders and duty bearers. LHRC strives to provide timely and high-quality services to society.
- **Voluntarism and Volunteerism:** LHRC operates in a spirit of volunteerism, undertaking responsibilities willingly and with dedication and commitment beyond the value of financial rewards or material benefit.

Our structure: The LHRC has a strong governance structure composed of the annual General meeting (AGM) of members of Board Directors (annex 1) and the Management Team. Day-to-day management is led by the Executive Director and assisted by Director of Finance and Administration, Director of Advocacy and Reforms and Director of Social Empowerment and Accountability.

Our strategic Niche: LHRC is an icon of human rights protection in Tanzania and a recognised legal authority in addressing diverse human rights issues from a perspective of law and policy. With the advantages of vast experience and credibility, LHRC continues to hold a high public profile in advocacy for human rights in national and international arenas. LHRC is the only organisation in Tanzania that maintains a large number of qualified lawyers as staff, with diverse expertise. Through its human rights awareness-raising, advocacy, strategic litigation and interventions, it has consistently empowered rights holders to claim their rights while at the same time enhancing the capacity of duty bearers to meet their obligations.



Networks and partnerships: LHRC works in partnership with like-minded organisations to complement and strengthen its advocacy work and support a unified voice behind shared goals, for greater impact. Internationally, the LHRC is an active member of the International Federation of Human Rights (FIDH), World Coalition against the Death Penalty (WCADP), the Southern African Legal Assistance Network (SALAN), the African Coalition for Corporate Accountability (ACCA) and the Solidarity for African Women Rights (SOAWR) and has observer status with the African Commission on Human and People's Rights (ACHPR). At the national level, LHRC is a secretariat to the Tanzania Consortium on Election Observation (TACCEO) and the Tanzania Ending Female Genital Mutilation Coalition and member of Jukwaa la Katiba (Constitutional Forum), the Tanzania Land Alliance (TALA), Mama Ardhi Alliance, the Tanzania Human Rights Defenders Network (THRDC), the Tanzania Ending Child Marriage Network (TECMN); the Coalition against Gender-Based Violence (MKUKI), the coalition promoting women's rights to inheritance and administration of estates (KIKUHAMI), Policy Forum, Tanzania Legal Aid Providers (TANLAP) and the Tanzania Refugees and Migrants Network (TAREMINET). LHRC has a strong base at the grassroots through the work of 1000 paralegals and 169 HR monitors in all districts of Tanzania mainland.



2. SITUATIONAL ANALYSIS

Political context

The United Republic of Tanzania is composed of the Executive, the Judiciary and the Judiciary, established under Article 4 of the Constitution of the United Republic of Tanzania of 1977. Chama cha Mapinduzi (CCM), formerly TANU, is the ruling party – leading a two-government state of the Union Government and the Zanzibar Government. Dr. John Pombe Magufuli, elected in 2015, is the fifth President of the United Republic of Tanzania and head of the Executive. The Parliament is vested with legislative powers in Tanzania main land. The Judiciary has authority over final decisions in dispensation of justice across the United Republic of Tanzania.

A number of positive and valuable developments have emerged from the current government, including accountability, the fight against corruption and infrastructural development. Despite the positive developments, there are worrying trends over human rights issues in the country. Tanzania has witnessed government's silence on human rights violations; an unprecedented drive towards enactment of new legislations curtailing civic space. Laws have been passed through emergency procedures, with little involvement/consultation of key stakeholders.

There are concerns that some of these laws infringe on separation of powers by granting the Executive overly broad discretionary powers to restrict citizens' legitimate exercise of their human rights and fundamental freedoms. While the United Republic of Tanzania Constitution 1977 guarantees citizens' rights to participate in the governance of their society, civil society and human rights organisations have raised concerns over the systematic claw back on basic rights and the general shrinking democratic space. Basic freedoms have been restricted through repressive laws and decrees. Dissenting voices among journalists, politicians and outspoken civil society organisations have faced threats, harassment, arbitrary detention, forced disappearance and even murder. Concerns over freedom of expression, assembly, media, and the rule of law and the rights of specific population groups continue.

Access to information and media freedom

The 2016 Media Services Act created statutory regulators with broad authority over media content and the licensing of outlets and journalists. It also prescribes harsh penalties, including prison terms, for publication of defamatory, seditious, or other illegal content. Officials repeatedly invoked the new law during 2017 to punish alleged violations by critical media outlets.

³ Article 107A of the URT Constitution 1977



In January 2018 for example, the Tanzania Communications Regulatory Authority imposed fines on five television stations for allegedly broadcasting “offensive and unethical” content.

The stations had aired the LHRC’s media statement detailing allegations of abuses in 2017 by-elections. Several newspapers (including Mawio, Mwanahalisi and Raia Mwema) were suspended for up to two years for publishing information that was considered seditious, insulting to the resident and a threat to security. Furthermore, the editorial independence of the media has been curbed by requirements for private media houses to broadcast or publish news as directed by government.

In addition, constraints on individuals’ freedom to discuss political topics online have grown. Social media users continued to face the risk of prosecution under the 2015 Cybercrimes Act and other laws for offences such as insulting the president, and causing a threat to the public. The founders of the popular discussion site JamiiForums for example were held for trial after refusing to identify anonymous users who had written about corruption and other sensitive topics.

Freedom of assembly

The constitution guarantees freedom of assembly, but the government can limit this right by requiring police approval for all assemblies. Critical political demonstrations are at times strictly prohibited by the police which is seen as inclined to the ruling party. The relationship between the ruling party and opposition parties has become characterised by political tension since the 2015 general elections. According to the Human Rights Watch (May 2018) report, minority parties report regular harassment and intimidation by the ruling party and various state institutions including the police. The government’s recent arbitrary ban on assemblies – both public and private - violates freedom of assembly. Top government officials, led by the President, have insisted that political activities be suspended until the year 2020 when the next elections will be conducted. Amounting to a ban, political parties and civil society organisations (CSOs) now find it difficult to conduct their affairs, and find their very existence threatened.

Additionally, although Tanzania has a diverse and active civil society sector, current laws give the government broad authority to deregister NGOs that seem critical of the government. For example, in June 2018 the home affairs minister threatened to deregister women’s rights organizations that challenged the president’s ban on teen mothers returning to school.

Separation of powers

The president is accused of consolidating political power in the presidency since taking office, sidelining the Judiciary.



According to the Freedom House (2017), the Judiciary has been sidelined by suppressing dissent within the ruling party and exerting greater control over cabinet ministers through dismissals and reshuffles. Political rivals continue to be weakened through criminal charges. The government's anticorruption drive has had mixed results; it has earned popular support for petty corruption and for dismissing some cabinet ministers over alleged corruption. However, the Prevention and Combating of Corruption Bureau (PCCB) has been accused of focusing on low-level corruption and doing little to address graft committed by senior government officials. Dismissal of cabinet ministers over corruption has been ad hoc and led personally by the president instead of strong and independent institutions that can pursue cases impartially.

Rule of law

Concerns over the rule of law stem from two main issues; that the judiciary suffers from underfunding, does not have an independent budget and judges are political appointees, which makes it vulnerable to political pressure and corruption. Concerns have also been raised over due process in civil and criminal matters, with policies and rules regarding arrest and pretrial detention often ignored. Pretrial detention could last for years. These infringe on citizen rights. Majority of citizens do not gain effective access to the rule of law for timely and just treatment of their cases due to lack of capacity and resource constraints, including legal.

Economic context

The health of the national economy is paramount to realisation of social and economic rights stipulated by the International Covenant on Economic, Social and Cultural Rights (ICESCR). Progressive realisation of economic rights and enabling citizens to lead a life with dignity, depends on the state's capacity to provide services such as education, water, health and employment. A stronger, more competitive economy is seen as the foundation for improved socio-economic opportunities. The current plan outlining Tanzania's development vision for 2025 outlines a goal to transition from a least-developed country to a middle-income country through industrialisation.

Tanzania has recorded significant economic growth in GDP terms of 7% in 2014 (World Bank 2017) however, it is still ranked among the lowest 20% GDPs globally and among 15 poorest nations. The country has made modest reductions in poverty have been made (from 28.9% in 2012 to 26.9 % in 2016 (WB 2016). High population growth, particularly in the rural areas has however dulled the reduction. According to world bank data (2016), more than two thirds of the population lives below the poverty line (\$1.25/day), one third lives below the basic needs poverty line (\$0.96/day).

Inequality has increased alongside economic growth. It is estimated that Tanzania's richest 20% account for 42% of the total consumption, while the poorest 20% consume just 7%. (WB 2017). Economic growth strategies have not been sufficiently broad based. Growth is mostly generated by the private sector- telecoms, financial services, retail, mining, tourism, construction and manufacturing.



These sectors are both capital intensive and mostly urban centred. They have therefore not produced significant changes for the majority (75%) poor who live in the rural areas. Agriculture, the largest sector has not grown in the last decade. Consequently, 80% of the poor live in rural areas and are mostly women. This has contributed to high out migration of young people from rural to urban areas in search of jobs. The immigrants end up in the informal service sectors that are just as low productive as the agriculture sector. Unemployment is high (10%) and one third of the employed are considered 'working poor' whose income is less than the basic needs poverty line of \$0.96/day. Their access to basic services including water, electricity and decent housing is compromised.

Social context

Human Development Index ranks Tanzania 154 out of 189 countries and territories , placing the country in the 'low' human development category. Provision of public goods- including water, sanitation, education and health care have improved over the decades, however, gains are still marginal, as only 54% of the population has access to potable water, while 34% have access to improved sanitation facilities. These means that women and girls spend a lot of time walking to collect water. Tanzania has made improvements in access to primary education. Millions of eligible school children still have no access to secondary education and vocational training. Its estimated that 5.1 million children aged 7-17 are out of school, three out of five adolescents are enrolled in lower secondary education and even fewer complete secondary school. Most of those who drop out opt for child labour to supplement family income, in mostly hazardous, abusive and often exploitative conditions (HRW 2017). Although Progress has also been made in efforts to reduce inequalities between girls and boys, girls continue to be disproportionately affected. Two out of five girls marry before the age of 18 and thousands drop out due to pregnancy. The government policy to expel pregnant and married girls from schools has further worsened the state of girl child education.

Violence against women and children is high. According to the 2015 Global Human Development Report, 35% of women globally have experienced physical or sexual intimate partner violence, which affects women's empowerment.

In Tanzania, 40% of women have experienced physical violence since the age of 15, and 17% of women report experiencing sexual violence . Furthermore, by the age of 18, three out of 10 girls had been sexually assaulted before reaching adulthood.

Women continue to face violence and discrimination, including physical and sexual abuse, unequal representation in governance, economic and psychological harm or suffering.

⁴ United Nations Committee for Development Policy (CDP) <https://www.un.org/development/desa/dpad/least-developed-country-category/ldc-criteria.html>

⁵ Human Development Indices and Indicators: 2018 Statistical Update - http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/TZA.pdf

⁶ Human Rights watch -Barriers to secondary Educaiton in Tanzania: <https://www.hrw.org/report/2017/02/14/i-had-dream-finish-school/barriers-secondary-education-tanzania>

⁷ Tanzania Demographic and Health Survey and Malaria Indicator Survey 2015-2016 <http://www.ccbtr.or.tz/programmes/disabilities/disability-in-tanzania/>



Key drivers to continued violence against women and children include entrenched cultural beliefs that promote masculinity and tolerate practices that violate women such as forced marital sex and wife battering; limited knowledge of constitutional rights by majority of women, which causes apathy and helplessness; ineffectiveness of the justice and law enforcement systems to punish offenders and protect survivors; lack of confidence in the law enforcement and judiciary machinery and the sheer cost of legal services that contribute to under reporting of cases. A lot of the women are, in addition unable to leave abusive relationships due to entrenched poverty, that makes them dependent on their male partners. women are in most part less educated compared to their male counterparts, have limited access to productive resources such as land.

Children, defined as individuals under 18, form more than half of the Tanzanian population. Child protection has been on the decline in the country. Reports indicate increasing rates of violence against children , including sexual violence and exploitation, unequal access to education by girl children, child labour and continued harmful traditional practices such as female genital mutilation and child marriage.

The Tanzanian population includes an estimated 4.2 million Persons With Disabilities (PWD) . PWDs face social stigma and discrimination, severely diminishing realisation of their rights. PWD also face challenges in accessing basic services such as health, education and transportation due to poor infrastructure . Addressing high rates of violence against women and children is a central national development goal, which is key to achieving other development outcomes for women, their families, communities and the nation. The Tanzanian National Plan of Action to End Violence against Women and Children 2017 - 2022 outlines government's commitment to elimination of violence. Addressing gender-based violence is also a major theme in regional and national priorities, such as the Sustainable Development Goals 2030 and the Africa Union Agenda 2063.

Technological context

The use of technology has exploded in Tanzania. Development of information technology and increased service provision has opened access to communication and connectivity in the country. According to Tanzania Communications Regulatory Authority (TCRA), the number of internet users has tripled since 2012, providing access to 22 million people in 2018 through a range of social media .

There has also been a substantial increase in Tanzanian digital media platforms registered under the TCRA by 2017, as well as the long-standing communication through terrestrial radio and television stations.

Digital growth has created space for individuals, organisations, institutions and



companies to communicate. Access to social media communication, both national and global, shifts power from gate-keepers in traditional media to citizens and users themselves. In a context of restricted civic space, social media provides platforms for public and political mobilisation, and has increasingly becoming an important and effective source of information and discussion, particularly for those in urban areas.

Environmental context

Tanzania's economy is vulnerable to environmental changes due to its reliance on rainfed agriculture and hydro electric power. Rainfall variations affect economic growth. Poverty has been cited as an important driver of environmental degradation as the poor, mostly rural households rely on wood for fuel thus causing deforestation. Lack of adequate enforcement of regulatory laws and corruption contribute significantly to degradation. Illegal deforestation is responsible for clearing of large swaths of land for example. Deforestation causes soil erosion and nutrient loss, which contributes to reduced agricultural productivity. Loss of habitat and biodiversity is an important effect of deforestation. In the urban areas, untreated solid and liquid waste pollutes the air and water, causing contamination hazards, particularly to those in under privileged areas whose access to protected water and improved sanitation facilities is limited. The few sewerage systems that exist release their untreated waste directly into the oceans, affecting marine life according to WWF (2017) . Through these inter-related drivers, environmental degradation profoundly affects the social and economic wellbeing of Tanzanians, and particularly those most affected by poverty in both rural and urban areas.

To counter problems resulting from environmental degradation, Tanzania adopted the National Environmental Policy in 1997 and later enacted the Environmental Management Act No. 20 of 2004.

Enforcement of the legislation is inadequate and thus, challenges persist. Sustainable environmental management lies more in enforcement and compliance with laws and standards, than with the legislation itself.

Legal context

The United Republic of Tanzania was formed through the union of the Republic of Tanganyika and the People's Republic of Zanzibar in 1964.

The supreme law of the country is the Constitution of the United Republic of Tanzania of 1977, amended from time to time. The Constitution's preamble asserts that

⁸ National Bureau of Statistics (2014) Basic Demographic and Socio-economic profile – Housing Census 2012

⁹ LHRC Human Rights Report 2017 Pg. 140 -154

¹⁰ CCBRT, Accessed on October 3, 2018 insert link w

¹¹ LHRC Tanzania Human Rights Report 2017, Pg. 154-155

¹² StatCounter-GlobalStats <http://gs.statcounter.com/social-media-stats/all/tanzania>



Tanzania aims to build a democratic society founded on principals of freedom, justice, fraternity and concord. Article 9 of the Constitution vests in the state authorities the responsibility to ensure that, in discharging their duties, human dignity and other human rights are respected and cherished and that human dignity is preserved and upheld in accordance with the spirit of the Universal Declaration of Human Rights of 1948 (Article 9(f)).

The constitution also declares, however, that international treaties or code of conducts is only applicable in Tanzania if they are ratified by the Judiciary (Article 63). Despite core aspects of the Constitution, which uphold human rights, there has been a long-standing campaign for a revised constitution, which is more citizen-centred, developed through public engagement and participation, and which further ensures access to rights. National legislation enacted by the parliament are aligned to the constitution.

This strategic plan is designed to address the most pressing human rights concerns in the country. It draws from collective reflection and consultation with stakeholders, and lessons learned from the previous strategic plan. It proceeds from rights as stipulated by international human rights instruments and the constitution of the United Republic of Tanzania. It builds on the LHRC's achievements, including documentation of human rights violations, raising public awareness on human rights and contribution to improving policy and legal frameworks for equitable and effective access to justice. The new Strategic Plan shows an evolution with changing times, and is designed to deal with new emerging issues pertinent to realising LHRC's vision of attaining a just and equitable society and the mission to empower the public, and promote, reinforce and safeguard human rights and good governance in Tanzania. The strategic plan focuses on specified zones and thematic areas, ensuring that the LHRC does not stretch itself too thin, and is able to maintain sufficient attention on any of its chosen priorities to ensure that impact is achieved.



3. THEORY OF CHANGE

Figure 1 below outlines LHRC's Theory of Change for the 2019-2024 Strategic Plan. The overall goal for this strategic plan is to contribute to an improved state of human rights in Tanzania. We hope to do this through five interrelated strategic objectives, four of which address human rights issues in the general population, and one that address LHRC's continued effectiveness to execute its mandate. These have been drawn from analysis of the prevailing situation, consultations with our stakeholders and from the lessons we drew from our experiences. The four SOs detailed here address the shrinking freedoms and civil space for all persons, discrimination and violence against sections of the population- women, children and PWDs, and the growing concern for economic and environmental justice as the country progresses towards industrialisation driven by growth in the extractives and manufacturing.

We shall achieve the objectives through four broad and interlinked strategies: a) capacity building for right holders to understand and assert their rights and duty bearers creating an enabling environment for rights to be realised, b) evidence based advocacy for policy reforms, c) research, monitoring and regular reporting of HR trends, and d) legal support in various forms to affected sections of the population. We shall work through and with various partners and stakeholders, the media, general public, paralegals, HR monitors and through our networks and coalitions locally, regionally and internationally.

We believe that;

- Constantly monitoring and reporting on the state of HR will contribute to their increased awareness among the populace, and help hold duty bearers to account, thus improving respect for HR generally,
- Empowering rights holders to understand and demand their rights responsibly and engagement of duty bearers will increase understanding of rights from both perspectives and how enabling their realisation contributes to improved civil and political rights.
- Providing legal support to persons or sections of the society that need it in various forms (litigation, dispute resolution, referrals) will improve access to justice – particularly for the disadvantaged members who would otherwise not access them, thus improving the state of HR in the country,
- Advocacy for policy reforms using evidence from our and our partners' research is an important step towards creating a culture of respect for HR,
- Tackling HR issues for disempowered sections of the society (women, children, PWDs) who are disadvantaged in various ways is a vital aspect of protecting HR since that forms the basis of human rights respect,
- Working with stakeholders to improve compliance with constitutionally provided laws and regulations governing the environment and economic activities that bear on the general or sections of the society is crucial in ensuring that our development



is sustainable, and it respects human rights,

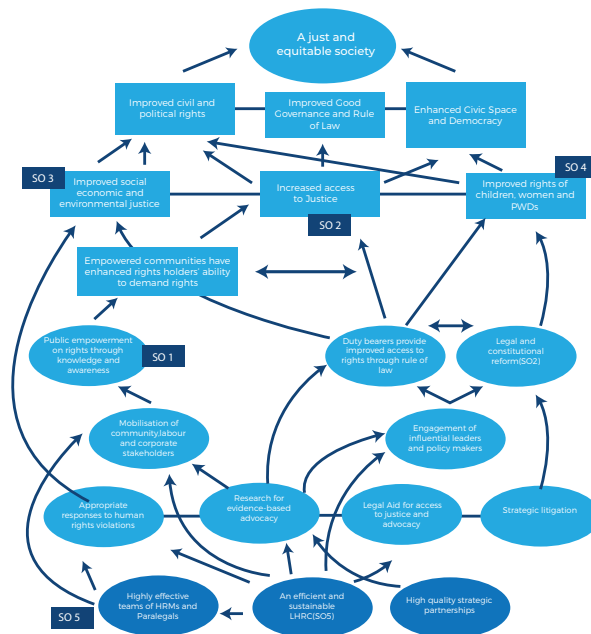
- Working collectively with our partners in coalitions locally and internationally will add weight to our advocacy voice and increase chances of achieving policy reforms that are important in the protection of HR,
- Investing into LHRC's capacity will enable efficient and effective delivery of this strategic plan, leading to an improved state of human rights in Tanzania.

Assumptions and risks

Several assumptions have been made in this theory,

- The operating environment will remain stable and secure enough for LHRC to carry out the activities proposed here. We assume that the electioneering period will remain largely peaceful and the outcome of elections not lead to civil unrest that could cause significant disruption to our work.
- There will be reasonable level of cooperation from government authorities to enable dialogue and research that requires permission.
- Sufficient funding will be secured to implement the strategy in its entirety.
- There is foreseen risk of HR monitors and paralegals on whom LHRC relies for its research and HR monitoring being threatened and intimidated. LHRC has built in mechanisms to increase the safety and awareness of its staff and monitors and will engage experts to enhance their security if that is called for.

Figure 1. LHRC 2019-2024 Theory of Change



4. STRATEGIC OBJECTIVES

The Theory of Change outlines LHRC's five strategic objectives (SOs), the achievements of which will contribute towards realisation of the goal of improving the state of Human rights in Tanzania while contributing to the realization of a just equitable society by 2024.

The SOs are based on issues addressed in the contextual background, dealing with civil and political rights; access to justice for indigent persons and victims of social ills such as violence against women, children and people living with Disabilities (PWD); and improved environmental and economic justice. The fourth SO is centred around LHRC's capacity to deliver its mandate.

SO 1: To deepen the understanding and respect for Human Rights among rights holders and duty bearers that will entrench a culture of human rights in Tanzania

Despite Tanzania's obligation to respect and protect human rights and be accountable to its citizen under international laws and its own constitution, human rights violations and shrinking civic space are major and rapidly escalating challenges in the country. The LHRC believes in empowering communities and individuals to stand and demand their rights. This requires an accurate understanding of rights and legal and constitutional recourse to justice, and is achieved through raising awareness, public education and access to information.

This SO area will focus on political and civil rights concerns including freedom of assembly, speech and access to information. Two main strategies will be employed to achieve the objective:

- i. We will build the capacity of rights holders to create deep awareness of human rights for rights holders. This will be done generally and specifically for those whose rights are threatened. We recognise however that rights cannot be granted simply by increasing knowledge of the right holders. This SO will therefore also focus resources on building the capacity of duty bearers who oversee the rights, to understand the people's claim to constitutionally provided basic rights, and how upholding them can deepen democracy and contribute to national development and cohesion. Capacity building will be done in several ways; awareness campaigns, direct engagement with duty bearers, availing human rights materials through various ICT enabled platforms and local languages and use of influencers to educate the public. Materials will be designed to be easily understood by all sections of society, with particular attention paid to youth, children and women and people living with disabilities to ensure sufficient inclusion.



- ii. We shall also carry out research and document the state of human rights in the country, and in particular the zones in which we have prioritised. We shall continue to produce well researched and documented state of human rights in the country, which has become our trademark. The reports not only provide information on HR trends but serve as an advocacy tool for amendment of laws and for good governance practices.
- iii. We shall strengthen the work of Paralegals and Human Rights Monitors to effectively mobilise the community for capacity building. LHRC will build the capacity of Paralegals and HR Monitors to mobilise communities, collect data on human rights trends and monitor the state of human rights. We shall therefore build their capacity to carry out these functions effectively, while ensuring their own safety and security.

Strategic Objective 2: To advocate for improvement of rule of law, civic space, democracy, constitutional and legal reforms

LHRC has actively engaged in advocacy for reforms and improvements of legal frameworks, and campaigned for constitutional change since its inception. With recent changes in government policy, however, there has been a drastic recession in Rule of Law and unwarranted shrinking of civic space. There have been arbitrary executive orders, and rapid enactment and implementation of laws that infringe fundamental basic rights, including freedoms of expression, assembly and association. We will employ several strategies to realise this objective:

- i. We will strengthen our advocacy for improved legal and constitutional reforms, including challenging the increasingly repressive state security policies. We will continue to advocate for better adherence to civil and political rights, rule of law and access to rights and justice, through engagement with laws, policies and duty bearers, public awareness-raising and education, and continued sensitisation around the meaning and importance of a citizen-centred constitution. We shall advocate for reform of restrictive laws governing the media to allow for freedom of the press and the rights of people to express themselves through various means including social media that has been placed under scrutiny. This will be supported by supported by regular legal analysis and review of the laws to improve duty bearers' accountability. We shall invest in our networks and coalitions, strengthening them for collective advocacy.
- ii. We shall conduct research on human rights issues in general with the aim to carry out evidence based advocacy. We will strengthen our data collection and analysis through digital systems and compile and disseminate reports that are objective, compelling and targeted. To complement research on human rights violations, LHRC will regularly monitor the state of human rights in the country. An annual update of the state of human rights will be compiled and published and widely



disseminated. This report will include specific segments on the rights of special focus groups under this strategic plan, women, children and PWDs. The report will serve several purposes; further educate the public about their rights and how that are being protected or violated, bring duty bearers to public account and create a system of monitoring HR trends. HR monitoring will be done through various instruments, including the media, general public, fact finding missions and through paralegals and HR monitors. Emerging human rights issues affecting women, children and PWDs will be singled out in addition to documenting general HR trends. Further, we will respond to human rights violation through follow-ups, referrals, mediations, alternative disputes resolution and litigation. HR monitors and paralegals will carry the larger responsibility of monitoring and collecting data on HR issues in their localities. They will be regularly trained and adequately equipped to conduct their monitoring effectively and report findings rapidly and safely

- iii. Monitoring and documentation of HR abuses will be complemented by legal knowledge, advice and litigation support provided to indigent persons. Legal aid will be provided using the Kinondoni, Arusha and mobile Legal Aid Clinics. Aid will be expanded to cover criminal and juvenile justice and penal reform including advocacy for rights of prisoners and improvement of prison conditions. These litigations will also be used as advocacy tools for reforms of human rights policies, and legal knowledge improved through production of simplified versions of the law as necessary. Our experience shows that responding to the shrinking civic space through strategic litigation and media campaigns has maintained pressure around increasing repression of the fundamental rights of freedom of expression, association and assembly.
- iv. We will continue to advocate and build capacity of the public to participate in democratic processes. To this end, LHRC will observe electoral processes to ensure they are free and fair, and they include women, youth and PWD. Election monitoring will form an important part of LHRC's work during this strategic period since it covers an electioneering year. LHRC will monitor election processes before and after elections and document lessons that can help improve such processes in the future. We shall also build in mechanisms (and budget) to enable us monitor by elections when they occur. This stems from the experience we had during the past strategic year, where we had to monitor several by elections that were initially not planned for.

Strategic objective 3: To promote socio economic and environmental compliance, accountability and justice

Tanzania's current economic development strategy sets out a plan for transformation to a middle-income economy by the year 2025, primarily through increased industrialisation. Key law reforms have been made, especially in the extractive industry,



intended to stimulate foreign and national investment.

LHRC aims to hold government and investors to account for sustainable economic development through adherence to international, regional and national human rights standards. These standards ensure that local communities benefit from investment, and are not negatively impacted by environmental degradation or other human rights violations. LHRC will promote the three UN Guiding Principles on Business and Human Rights, endorsed by the Human Rights Council, Resolution 17/4 of 16 June, 2011: i) The state's duty to protect human rights ii) Corporate responsibility to respect human rights; iii). Access to appropriate and effective remedies when rights and obligations are breached. Several strategies will be employed to achieve this objective:

- i. To enhance implementation and enforcement of laws and regulations that protect social, economic and environmental rights, we will conduct research, legal and policy analysis to identify issues of human rights and business for advocacy and strengthen engagements with government to monitor and demand compliance with laws on Human Rights and Business.
- ii. We will enhance corporate compliance and accountability by strengthening engagement with corporates, and with communities, trade unions and local government authorities.
- iii. We shall enhance access to appropriate and effective remedies, both Judicial and Non-Judicial, facilitate community dialogues to empower communities on access to remedy and partner and collaborate with national and international like-minded organisations to institute strategic litigation.

Strategic objective 4: To improve the legal and policy frameworks governing specific rights of women, children and persons with disabilities

LHRC aims to address the persistent gender inequality and human rights violations that put women, children and PWD at risk in Tanzania.

We seek to close the gaps that exist in society, which predispose women, children and PWD at the risk of abuse and discrimination by:

- i. Educating women, children and PWDs about their constitutional rights, and empower them to take legal decisions when they feel infringed upon.
- ii. Engaging with different sections of the community- including men, and duty bearers at local and national levels to enhance social accountability.
- iii. Advocating for reform of discriminatory laws, policies and harmful practices against PWDs, women, children, such as education policies that allow schools to expel pregnant girls and mothers and make/or make it difficult for them to return to school after delivery, the law of marriage Act, 1971, which condone child marriages and customary law, which hinder women from inheriting. We shall institute strategic litigation for law reforms, conduct legal analysis and review in order to inform advocacy for reforms,



- iv. we shall improve availability of data on violence against women, children and PWD through fact finding missions. We shall also engage duty bearers to establish a system of tracking incidents of violence against women, children and PWDs. This tool will provide information for advocacy purpose in addition to keeping law enforcers, community and other interested groups informed about these trends. Mini report on the state of these groups.

Strategic Objective 5: To improve the effectiveness of LHRC in delivering its mandate

Sustainability is paramount to LHRC's achievement of her mandate of attaining a just and equitable society. Sustainability requires sufficient and aligned organisational purpose, leadership, culture, capacity, structure, processes and systems. The organisational mapping and evaluation conducted early 2018 recommended several areas for institutional strengthening, which this objective lends itself to. They include organisational governance, human resource management, resource mobilisation, Monitoring, Evaluation and Learning (MEL), financial management systems and use of ICT. Another key priority is the improvement of security, health and safety systems, particularly with the current shrinking civic space and escalating attacks against human rights activists and human rights organisations. We plan to undertake the following to realise this objective:

- i. We shall improve our governance by mobilising our members to support the organisational course, and facilitate existence of an effective and competent Board of Directors through active and regular meetings. Improve our human resources by making ourselves and employer of choice, offering competitive packages and ensuring supportive progressive, stimulating and nurturing working environment. In this way we shall be able to recruit and maintain a diverse and competent workforce. We shall also ensure succession planning through mentorship.
- ii. We shall enhance and sustain our resource mobilisation and financial management by diversifying our fundraising approaches to mainstream fundraising functions to all staff and Board members. We shall also adopt a financial mobilisation strategy, an endowment fund, social enterprise models and devise a Financial Resilience Plan (FRP). We will strengthen our financial systems enhance staff financial management skills for efficient management and compliance through training, and strengthen our procurement policy, functions and practice.
- iii. We shall seek to improve the safety and security of our staff and how we manage risk in general by instituting regular risk analysis and seek professional advice on risk management. We shall engage services of safety experts to build the capacity of our staff, paralegals and monitors on personal safety and security management.



- iv. We shall endeavour to improve our ICT infrastructure by enhancing our digital systems to effectively support our programmes, improve and reinforce information security metrics and awareness. We shall build the capacity of our staff in soft skills and ICT best practices and increase adherence to ICT control and compliance.
- v. We shall review our MEL policy and framework as a first step to improving the MEL system. We shall also as much as possible digitise our MEL system and build the capacity of our staff appropriately. We shall enhance coordination of information collected across multiple functions in program implementation, enhance reporting and maximise impact.
- vi. As regards public relations and communication, we shall actively enhance public awareness of our brand and work. Raising public awareness of LHRC's work is intended and expected to persuade the public to support our work. We shall also seek to enhance relations with our stakeholders.

4.1 Approaches and strategies

The choice of approaches and strategies are tailored to opportunities, needs assessments and innovations towards achieving desired outcomes. Part of programme integration involves ensuring that where approaches are appropriate to several different objectives, they are coordinated and that effort and access to stakeholders are used for optimal efficiency and impact. The following major types of crosscutting intervention will variously be applied across LHRC's Strategic Objectives.

- **Legal aid and legal advice:** LHRC aims to empower constituents to undertake their own defence or engagement with the Judiciary, providing advice, information and analysis through Legal Aid Clinics, paralegals and support to alternative dispute settlement mechanisms. Where necessary legal aid may extend to legal representation for individual cases with emphasis on public interest cases.
- **Strategic litigation:** LHRC is willing to pursue strategic litigation to demand constitutional rights, legal reforms and to address violations at national and regional levels. These are carefully selected through cross-programme discussion and cooperation, and in specific instances LHRC may cooperate with renowned lawyers locally and internationally to pursue strategic litigation cases.
- **Use of Information and Communication Technology:** LHRC intends to capitalise on opportunities brought by Information Communication Technology (ICT) to contribute to the achievement of her strategic objectives. LHRC will enhance program support, coordination and media management to improve the quality of work and maximise her reach, and hence her impact.
- **Advocacy:** LHRC will carry out evidence-based advocacy through a well-integrated and sophisticated advocacy strategy with major components contributing to different strategic objectives as needed.



LHRC will either lead or support advocacy for policies, laws and institutional reforms, corporate compliance and accountability, while strengthening and forming networks and partnerships towards generating a critical mass movement behind rights and accountability. LHRC advocates in a multi-pronged, multi-level approach, through meetings, dialogues, roundtable discussions and community engagements from grassroots to national or international levels. Particular emphasis is placed on engaging the three pillars of the state, the executive, judiciary and parliament, to encourage creation of an enabling environment for rights.

- **Community mobilisation:** A key strategy for impact involves linking community-based initiatives with national level advocacy and public awareness-raising. By means of Paralegals, Human Rights Monitors and youth under Human Rights Clubs, LHRC will mobilise communities to protect and promote human rights in their respective areas. Community mobilisation provides an opportunity for greater sustainability of LHRC's work.

4.2 Geographical focus

We shall adopt a two tier approach to our programming this strategic period:

- i. we shall implement SO 1&2, which target political and civic rights issues in general and advocacy for legal and constitutional reforms throughout the country. In regions outside our 'prioritised zones', this will be achieved through mass media and our HR monitors and Paralegals.
- ii. we have prioritised specific zones for implementation of interventions as follows:
 - a. SO 3&4- targeting the socio economic and environmental justice and legal rights of women, children and PWDs will be implemented in the lake and northern zones where VAW is rife, and which also have substantial mining activities.
 - b. we shall conduct advocacy for legal and constitutional reforms in Central region (Dodoma), which is the Administrative capital and thus avails access to law makers,
 - c. Eastern Zone (Dar- es- Salaam) houses LHRC, and as such will see most of SO 4 activities implemented in addition to interventions that strengthen our delivery capacity. The zones have been prioritised for improved efficiency of operation and higher impact that is SO5.



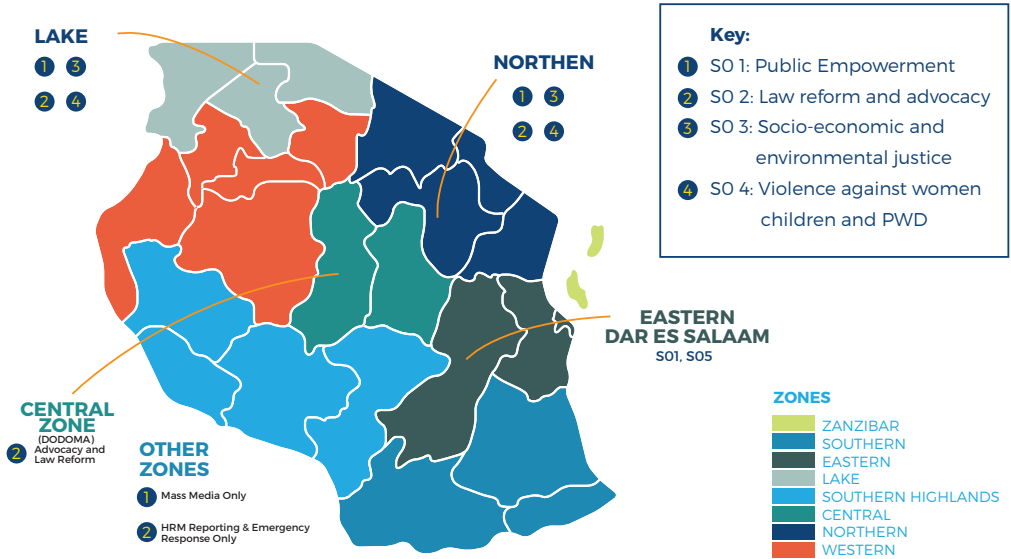


Figure 2. LHRC Strategic Objectives per zone



5. MONITORING AND ACCOUNTABILITY

Objective monitoring and continuous adjustment of the strategy to optimise outcomes, are the focus of monitoring, evaluation and learning (MEL) in the context of strategic planning. Routine tracking of indicators will enable LHRC to remain a responsive, learning organisation. Independent mid-term and final evaluations will be commissioned by LHRC, in order to assess achievement against strategic objectives and outcomes. The table below summarises our strategic objectives and the indicators we intend to track to measure progress. Detailed performance indicators will be formulated annually, tracked and reported. We shall baseline all our targets in order to establish a benchmark for tracking progress.

Strategic Objective	Key performance indicator	Targets	Data source
Goal: To contribute to improved HR in Tanzania	Percentage of population reporting realisation of their basic rights	20% increase as per baseline	Final evaluation and Human Rights watch Reports
SO 1: To deepen the understanding and respect for Human Rights among rights holders and duty bearers that will entrench a culture of human rights in Tanzania	Proportion of population aware of their rights and able to take action when denied Proportion of duty bearers in selected institutions guaranteeing basic rights	20% by 2024	Mid term evaluation report Annual state HR in Tanzania report
SO 2: To improve the rule of law, civic space and contribute to legal and constitutional reforms	% of repressive/ discriminatory laws and policies effectively challenged % in arbitrary unlawful practices % of constitutional reforms resulting from citizens' opinion	5 by 2024 30% by 2024 20%	Mid term and final evaluation reports



SO 3: To promote socio economic and environmental compliance, accountability and justice	% of clients assisted to access remedy % of corporates complying with relevant legislation	20% from baseline by 2024 10% from baseline by 2024	Annual state of HR, HRW, mid term evaluation reports
SO4: To improve the legal and policy frameworks governing specific rights of women, children and persons with disabilities	Number of laws/policies revised to reflect better protection of women, children and PWDs Percentage availability of data on violence against women, children and PWDs	3 by 2024 40% by 2024	Mid term evaluation report
SO5: To improve the effectiveness of LHRC in delivering its mandate	Proportion of strategy implemented and objectives achieved by 2024	>80% by 2024	Mid term and annual evaluation reports



6. SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
LHRC boasts resilience and robustness, supported by relevant infrastructure and assets.	Overambitious Trying to do everything with no consistence in follow up.	Increasing public and international outcry about the state of human rights in Tanzania is an opportunity for us to increase the scope of our work	LHRC has consistently been the “go-to” organisation for all human rights issues. The high expectations place on us puts us under pressure to take on much more than we can effectively handle
We have an exceptional concentration of legal expertise, competence and experience, built over 23 years with continuous inflow of young professionals ensuring continuity.		We have the opportunity to diversify our donor base and increase the breath of our work by creating wider networks building an endowment fund and adopting social enterprises models, such as legal consultancy	LHRC is donor dependent, placing us in a vulnerable position to those donors shifting their funding priorities.
WE have active membership in domestic and international networks and coalitions	Being a member in many networks and coalition has sometimes lead us not performing so well in some of the coalitions and made some other members thinking we are arrogant for not taking part seriously.	Being a lead in most of the network will enhance our ability to intervene and gather necessary inputs within the network. With networks advocacy is eased especially now that there is targeting of Advocacy organisations thus reduced threat of being singled out.	Inverted fear within the CSOs by the government, which may inhibit young organization to collaborate in the collective voices.



<p>Through awareness campaigns, LHRC is widely acknowledged by the public, partners, stakeholders and government as a trusted and effective voice in human rights discourse in Tanzania.</p>		<p>Increasing public and international outcry about the shrinking civic space in Tanzania is an opportunity for us to increase the scope of our work</p>	<p>Shrinking space on the basic freedoms can inhibit some campaigns which targets/ criticize the government.</p>
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7. RISK ASSESSMENT AND MITIGATION STRATEGIES

Global and national political, socio-economic trends may pose threats to successful implementation of this strategy. LHRC operations are prone to shrinking civic space, insecurity, attacks to her credibility, limited funding and donor driven agenda. Despite alarming threats, LHRC's vision of attaining a just and equitable society, is even more urgent and important in this context. The risks to LHRC effective delivery of this strategic plan, their probability and impact, and mitigation plans, are outlined in Table 4 :

Table 1. Risks and mitigation for the 2019-2024 LHRC Strategic Plan

The Risk	Probability	Impact on programme	Mitigation
Restrictions, obstruction of LHRC's work such as trainings, meetings, public campaigns and community outreach, as well as use of mass media and social media.	Moderate	High	Secure permits from relevant authorities wherever possible, form strategic partnerships with stakeholders and, engage government positively, and include some government priorities in research, community information and advocacy and clearly define and communicate LHRC vision and mandate.
Impunity and double standards which restricts civic space, hence limiting LHRC's interventions.	High	Moderate	Build positive relationships with government Enhance collaboration with like-minded organisation for collective advocacy.
Intimidation of local partners, Paralegals and Human Rights Monitors by state and non-state actors, renders them unwilling to engage or provide services.	Moderate	High	Enhance capacity of LHRC paralegals and monitors on safety and security measures and integrate paralegals with authorities



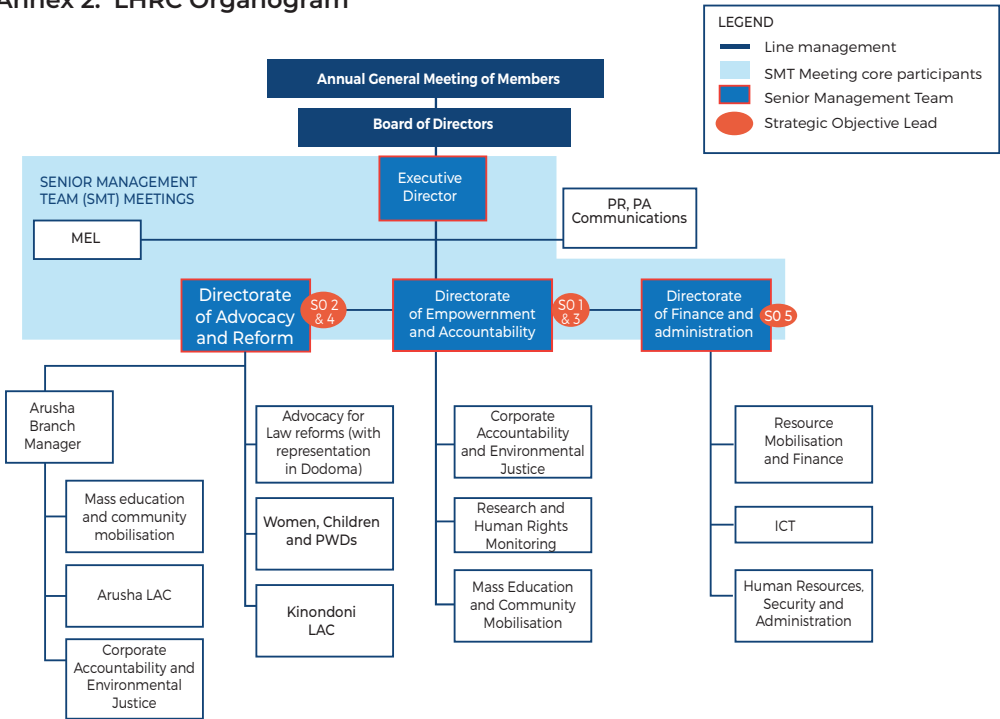
Threats to staff safety and security	High	High	Well-researched, good practice safety and security policy, Standards of Procedures (SOP) and mechanisms are in place. However LHRC staff will be trained on safety and security
Cyber-threats	Moderate	Moderate	Improve control and ICT change mechanisms, deploy very strong intrusion, detection and prevention systems, increase information security awareness and regularly update the guidelines
Failure to mobilise enough resources to operationalise the strategy	Low	Moderate	Adopt a comprehensive resource mobilisation strategy.

Annex 1: LHRC board members

Name	Position	Sex	Nationality	Qualifications	Years on the Board
Prof. Geoffrey Mmari	Chairperson	M	Tanzanian	PhD in Maths	4
Ms. Anastazia Rugaba	Member	F	Tanzanian	LLM	New
Ms. Rebeca Gyumi	Member	F	Tanzanian	LLB	New
Ms. Sophia Komba	Member	F	Tanzanian	BA, MA	New
Dr. James Jesse	Member	M	Tanzanian	PhD in Law	New
Mr. Thaddeo Mashera	Member	M	Tanzanian	CPA, MBA	3
Ms. Emeline Mboya	Member	F	Tanzanian	PDGFM	5
Ms. Anna Henga (Executive Director)	Secretary	F	Tanzanian	LLB, Msc, PGDBA	New
Staff Representative	Member		Tanzanian		



Annex 2: LHRC Organogram





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