



PROJECT DOCUMENT
UNITED REPUBLIC OF TANZANIA

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Project Title: Strengthening Access to Justice and Human Rights Protection in Tanzania

Project Number: 00099427

Implementing Partner: Mainland: MoCLA

Responsible Parties: AGC, CHRAGG, UNDP

Start Date: 15 July 2017 **End Date:** 30 Jun 2021

PAC Meeting date: 31 Mar 2017

Brief Description

The Project addresses the prevailing problem that people in Tanzania, particularly women and other vulnerable groups, have limited access to responsive and accountable justice & human rights protection mechanisms to claim their legal and human rights, as well as resolve their grievance. For this project, vulnerable groups shall include, but not be limited to, women, children, people living with HIV/AIDS, and; people with disability.

Overall, the Project will pursue strategic initiatives to strengthen the ability of selected justice and human rights institutions to provide effective and accountable public service delivery in the justice & human rights sector, as well as to improve access of communities, particularly women and other vulnerable groups, to available justice and human rights protection mechanisms.

It is designed around the following three outputs:

Output 1: Justice sector coordination and data management enhanced for a more inclusive, accountable and evidence-based policy and law making processes;

Output 2: Women and other vulnerable groups enjoy enhanced access to justice and are empowered to demand respect for their rights;

Output 3: Strengthened role of national authorities and civil society in the promotion and protection of human rights and women access to justice.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

National governance is more effective, transparent, accountable and inclusive (UNDAP II/UNDP CPD)

Total resources required:	USD 7,995,000	
Total resources allocated:	UNDP Core:	3,000,000
	Donor:	
	Government:	
Unfunded:	USD 4,995,000	

Agreed by (signatures):

Ministry of Constitutional and Legal Affairs	UNDP
Prof. Sifuni Mchome Permanent Secretary	Mr. Yahya Ba Country Director a.i.
Date: 19.06.2017	Date: 19th June 2017

I. DEVELOPMENT CHALLENGE

1.1 National justice and human rights development context

The United Republic of Tanzania has recorded substantial progress in democratic governance as demonstrated by a transition to a multiparty system in the mid-1990s, and multiparty elections which have been conducted every five years since then, the last of which was held on the 25th of October 2015. In Zanzibar, the Zanzibar Electoral Commission annulled the 25th October 2015 Election citing irregularities and ordered a rerun of the elections, which were held on 20th March 2016.

Whilst the country has been characterized by relative peace and stability since independence, challenges remain in achieving good governance, access to justice and reducing gender gaps across almost all areas of life¹.

According to the Ibrahim Index of African Governance, in 2015 the country still ranked in the top half of the continent in the "Overall Governance", although its performance has been sliding since 2011, particularly in the "participation & human rights category". Tanzania also ranked 117 out of 168 countries scored for their citizens' perception of corruption², as well as 62 out of 102 according to the World Justice Project (WJP) Open Government Index 2015 and 72 according to the WJP Rule of Law Index.

Over the past 10 years, the Government has embarked on several strategic initiatives which have been designed to reform the legal and justice sector, increase human rights' promotion and protection mechanisms, as well as enhance access to justice for the most marginalized groups of the society, particularly women and children.

These efforts have been undertaken in line with the country's development priorities outlined in the Vision 2025 (Tanzania Mainland), the Vision 2020 (Zanzibar), the first 2011-2015 and the second 2016-2021 National Five Year Development Plans for Tanzania (FYDP)³. Also in the 'MKUKUTA', the National Strategy for Growth and Reduction of Poverty, and the 'MKUZA', the Zanzibar Strategy for Growth and Reduction of Poverty, for 2005-2010 and 2011-2015, and the Revolutionary Government of Zanzibar's MKUZA Successor Strategy 2016-2021.

National development priorities for the justice and human rights sector have been further conceptualized in a number of significant policy strategies, including the Legal Sector Reform Programme (LSRP) Medium Term Strategy (MTS) and Action Plan⁴; the 2013-2017 National Human Rights Action Plan (NHRAP); the Judiciary Strategic Plan (JSP) 2015-2020⁵; and the Child Justice Five Years Strategy (CGFYS) 2013-2017⁶.

1 United Nations Development Action Plan (UNDAP) 2016-2021

2 Transparency International (TI), 2015

3 One of the key objective of the FYDP 2016-2021 is to strengthen good governance, including i. ensuring systems and structures of governance to uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption-free at all levels; ii. improving public service delivery to all, especially the poor and vulnerable, including access to justice; iii. promoting and protecting human rights for all, particularly for poor women, men and children, the vulnerable groups. The FYDP is fully aligned with the African Union Agenda 2063, a 50 years' strategic framework for the socio-economic transformation of Africa which is pursued through the First Ten-Year Implementation Plan 2013-2023, and particularly Goal 11 that pinpoints human rights, justice and rule of law as key priority area to fulfil the sustainable development aspirations of the continent.

4 The Legal Sector Reform Programme (LSRP) Medium Term Strategy (MTS) and Action Plan was initiated in 2008 and formally expired in 2014. Its main objective was to promote efficiency and effectiveness of the justice sector, strengthen timely and accessible justice for all and improve the quality of justice dispensation. The LSRP has been implemented by over fifteen institutions under the Ministry of Constitutional and Legal Affairs (MoCLA). The MTS focused on six crucial result areas, including: (i) strengthening and harmonizing the National legal framework, (ii) enhancing justice for the poor and the disadvantaged social groups, (iii) improving the observance of human rights and administrative justice, (iv) enhancing knowledge and skills of legal professionals, (v) improving service delivery capacity in key legal sector institutions, and (vi) programme management, coordination, monitoring and evaluation.

5 The Judiciary Strategic Plan (JSP) 2015-2020 has been prepared by the judiciary to promote institutional capacity development over the medium term. The plan highlights three main development areas, e.g. (a) the modernization of governance, accountability, and resource management systems; (b) the improvement of access to justice and expeditiousness; and (c) enhanced public trust and stakeholder engagement as the main pillars for the move toward a citizen-centric justice service delivery.

6 The Child Justice Five Years Strategy 2013-2017 was launched by the Ministry of Constitutional and Legal Affairs to pursue a reform in the administration of juvenile justice in Tanzania. The strategy focuses on eight mutually reinforcing objectives, including 1) increased awareness on children rights 2) capacity building of child justice system 3) child rights complaint juvenile justice system 4) effective response for child victims and witnesses 5) effective enforcement 6) non-discrimination 7) access to legal assistance 8) effective monitoring and coordination.

Within this context, the NHRAP is particularly relevant since it is the first national framework for the promotion and protection of human rights ever adopted in Tanzania⁷ and vested coordination and monitoring responsibility to the Commission for Human Rights and Good Governance (CHRAGG).

Tanzania has undertaken considerable endeavour to enhance the human rights system of the country. The country has signed, ratified or acceded to the main international and regional human rights instruments. In the last five years, the Government has also undergone two Universal Periodic Reviews (UPR) conducted by the United Nations Human Rights Council, the first held in 2011⁸ and the second in May 2016 and it has also been subjected to reviews from the Committee on the Rights of the Child in March 2015 and the Committee on the Elimination of Discrimination against Women in February 2016.

1.2 Development challenges in Tanzania mainland

The concluding observations and the recommendations set out in the last two Universal Periodic Reviews of the UN Human Rights Council, as well as in the reports of the Committee on the Elimination of Discrimination against Women and the Committee on the Rights of the Child, are critical to understand the specific development challenges and barriers which prevent the people of Tanzania from accessing justice and seeking remedies when their rights are violated. In this regard, the report of the Working Group on the UPR of 14 July 2016 has emphasized the need for continuing to strengthen policies and programmes aimed at enhancing access to justice and redress concerning violations of the rights of persons in vulnerable situations.

Despite efforts to improve the quality of justice dispensation and enhance the human rights protection framework of the country, access to justice and human rights need further improvement⁹. While legal and policy provisions are now in place, implementation of Tanzania's international human rights obligations faces challenges and **people, particularly women and other vulnerable groups, have limited access to responsive and accountable justice & human rights protection mechanisms**. This is due to a number of factors, such as under-resourcing of the sector, capacity weaknesses in the justice system, delays in incorporating human rights into national laws and gaps in the rule of law¹⁰. Particularly, implementation in the justice sector is held back by alleged corruption, inadequate infrastructure, uneven national coverage, biases against women and children as well as insufficient protection of the rights of the poor. Additional obstacles to accessing justice include: cost; limited availability of legal aid; insufficient knowledge and awareness of the law and human rights by the public and law enforcers¹¹.

Against this backdrop, the following specific barriers are particularly relevant to comprehend the challenges the state faces in increasing the ability of citizens, especially vulnerable groups, to access accountable and responsive justice & human rights protection mechanisms:

Insufficient legal aid system, particularly for the poor and the vulnerable

Though legal aid was provided for under the Legal Aid (Criminal Proceedings) Act¹², no comprehensive state-led legal aid system had been established to provide the poor and the marginalized with legal assistance, information, representation and counsel for offences other than murder, manslaughter and treason. To address this, the Legal Aid Act of 2017 was enacted.

7 The NHRP identifies twenty-three human rights issues, arranged in four thematic headings, as priorities for improving coordination and protection of human rights through Tanzania, i.e. civil and political rights, economic, social and cultural rights; protections for groups with special needs, including women, children, children in conflict with the law, persons with disabilities, the elderly, and persons living with HIV, refugees, asylum-seekers and stateless persons; and finally institutional strengthening and emerging issues, including the institutional strengthening of the CHRAGG and the Attorney General's Chambers (AGC) and the promotion and protection of human rights in business.

8 Tanzania has agreed to implement 107 recommendations out of 153 as proposed by the Human Rights Council. The State agreed to consider ratification of and appraise the Convention against Torture and did not support the recommendation to ratify the Optional Protocol to the International Covenant on Civil and Political Rights.

9 World Justice Project 2015

10 Stories from the Field: Tanzania", UNDG, 2012

11 United Nations Development Action Plan (UNDAP) 2016-2021, pp. 31

12 Article 13(6) (a) and section 3 respectively

In order to pave the way for a state-funded legal aid scheme, the Ministry of Constitutional and Legal Affairs (MoCLA) established the Legal Aid Secretariat (LAS) to coordinate legal aid service providers. However, this interim body suffers from chronic shortage of funds and has been unable to effectively coordinate legal aid providers, particularly NGOs.

In 2013, Danida and Dfid supported the establishment of a Legal Services Facility (LSF), a non-profit organization created to manage a basket fund to channel funding to legal aid organizations which mainly provide paralegal services¹³. Despite these efforts which led to several very effective legal aid programmes currently run by NGOs to assist communities particularly in rural areas to solve civil disputes, legal aid assistance needs to be scaled up in order to ensure that more clients are assisted and due processes are respected. In this regard, the absence of a policy that regulates the legal aid sector, establish coordination mechanisms to promote effectiveness and increased coverage and can also ensure that legal aid is provided in criminal cases (beyond capital offences), is a key impediment.

Additional challenges are the limited capacity of the national statutory bar association, i.e. the Tanganyika Law Society (TLS)¹⁴, as well as the concentration of legal aid providers mainly in urban centres. Indeed, the lack of a comprehensive legal aid system represents a serious concern particularly in rural areas, where it is exacerbated by limited and costly legal aid mechanisms, shortage of lawyers¹⁵ and poor information about services provided¹⁶. In addition, the lack of pro-poor and gender sensitive legal aid schemes, as well as social ostracism,¹⁷ represent systemic barriers for women access to justice¹⁸.

Limited access to public legal and human rights information

Insufficient public legal information, including publications of court decisions, have negative implications for transparency and aggravate the perceived corruption of the judicial staff, increase distrust¹⁹ as well as the compromise satisfaction of the court users²⁰.

The NHRAP 2013-2017 has emphasized how low level of public awareness of laws and procedures, including mechanisms to claim redress for human rights violations, especially among rural communities and particularly rural women²¹, are affecting access to justice and legal empowerment of Tanzanian communities.

In addition, the use of two languages, Swahili and English, as well as the poor command of English as a language of records, continues to be a challenge to most law enforcement officials and to the communities.

The judiciary-led Court User Survey 2015 reports that citizens do not have adequate access to basic information on filing claims or on obtaining records, paying court fees, or about who does

13 Through implementing partners (grantees) working currently in 180 districts, in each district a 25 members' paralegal unit is established, trained and supervised by the Tanganyika Law Society which has mentored a cadre of 4,500 paralegals; Increased Access to Justice Through Legal Empowerment, LSF, 2015

14 The Legal Aid Unit of the TLS which has been established in 2014 to provide pro-bono legal aid has assisted in 2014 only 210 clients; Annual Report of the Governing Council to the 2015 Annual General Meeting of the Tanganyika Law Society

15 The current number of bar members stands at 4,661 (one lawyer for every 10,512 inhabitants). The number has increased over the decade (from about 2 per 100,000 inhabitants in 2004 to about 10 in 2014) but these figures are still low compared to regional and global comparators; World Bank, The Justice Sector Profile, Challenges, and the Judiciary Strategic Plan 2015–20 toward Meeting International Standards (16 March 2016)

16 According to magistrate court rules, litigants are not allowed to have legal representation in the primary courts. Such broad police practices (for example, police performing prosecution functions, arresting suspects, and bringing them to court) at times raise doubts about the fairness of the process (Court User Survey, Tanzania, 2015)

17 NHRAP 2013-2017

18 Shadow report relating to the 7th and 8th Tanzania report on the CEDAW presented by Tanzania National Human Rights Institution, 22 January 2016

19 In line with the Afro Barometer Survey 2015, even when they think to have a legitimate complaint, 35 percent of respondents in Tanzania say that they do not take cases to formal courts and give these reasons: they do not trust the courts (10 percent); believe that lawyers are too expensive (9 percent); prefer to go to traditional leaders (9 percent); and think that courts favour the rich and powerful (7 percent)

20 Regarding the overall service quality by court, only 42 percent of respondents at the primary court level indicated satisfaction with the way they were treated, compared to just 20 percent at the high court level; Afro Barometer Survey 2015

21 The Concluding observations of Committee on the Elimination of Discrimination against Women, March 2016, express concerns on the inadequate status of women's legal literacy, awareness of their rights, legal aid and the costly fees to access legal services (par. 13)

what in the justice sector²². In this regard, by emphasizing budget-related constraints which hinder awareness raising activities, the Government of Tanzania expressed expectations for international support to strengthened human rights awareness raising in the country²³.

Limited institutional capacity (CHRAGG) & effectiveness of the national human rights protection framework

The Tanzania first NHRAP launched in 2013 provides critical elements for broad-based change, though the extent of policy change is still too early to ascertain²⁴. The NHRAP has lifted human rights to increased presence and visibility and it has enhanced the understanding among Ministries, Departments and Agencies (MDAs) as well as Local Government Authorities (LGAs) of human rights and the human rights aspects of their work. This is also due to the work carried out by the CHRAGG, particularly by institutionalizing a statutory mechanism for receiving complaints, carrying out basic monitoring of human rights-related compliance in public institutions, as well as encouraging ratification of international human rights instruments²⁵.

However, despite that the CHRAGG retains its "A" Status accreditation by the ICC and its effectiveness has improved since its establishment in 2001, a review of its overall performance shows that it has had as much success as it has had failures²⁶. There is a need for ensuring increased independence and autonomy of the CHRAGG, providing it with appropriate financial and human resources and expand those efforts through cooperation with the regional organisations and the United Nations institutions. This includes the need to strengthen human rights awareness-raising and allocate proper resources for the implementation of the National Human Rights Action Plan²⁷.

Indeed, the CHRAGG is also perceived by the public and donors as weak and under-performing institution, limited in capacity and power to enforce recommendations and table reports for parliamentary debate,²⁸ as well as in independence, scope, accessibility and scale of activities undertaken, and with low visibility²⁹. Manifold technical and capacity gaps related to the planned NHRAP reporting system also compromises performance. The CHRAGG needs to reinforce its strategic focus and reform its organisational structure, enhance its coordination role in relation to the NHRAP and national human rights actors and be more publicly outspoken on key issues as an independent human rights champion.

Limited interface and coordination between the Government, the Commission for Human Rights and Good Governance and civil society

Tanzania is a state party to most international human rights treaties, and the Attorney General's Chambers is mandated by law to coordinate, monitor, report and follow up on State Party Reporting as provided by Section 14(f) of the Office of the Attorney General Discharge of Function and Duties Act (2005) on behalf of the Government. The Commission for Human Rights and Good Governance also plays a pivotal role in preparing shadow reports. These two institutions need their capacity enhanced in order to perform in consideration of the principles of participation which requires broad based consultation among State and Non-State actors as well as the National Human Rights Institution. In this regards, the capacity of the AGC and CHRAGG needs to be strengthened. Further, National Human Rights indicators are yet to be developed which will form a universal baseline during State Party Reporting.

22 Regarding civil and political rights, most complaints submitted to the CHRAGG are related to delays in issuing copies of judgment needed to file appeals and delays in hearing appeals in higher courts; Capacity Needs Assessment of the Commission on Human Rights and Good Governance (CHRAGG), June 2016

23 National report submitted in accordance with paragraph 5 of the annex to Human Rights Council resolution 16/21, United Republic of Tanzania

24 Assessment of Development Results (ADR) for Tanzania, Independent Evaluation Office of the United Nations, 2014

25 In February 2010, the CHRAGG has developed a Medium Term Strategic Plan for the period FY2010/11 to FY 2014/15. However, the CHRAGG has not developed a new strategic plan yet.

26 The Legal Sector Assessment 2013

27 Report of the Working Group on the Universal Periodic Review, United Republic of Tanzania, 14 July 2016

28 Report of the Working Group on the Universal Periodic Review, United Republic of Tanzania, 14 July 2016

29 At present, CHRAGG's Annual Report is not debated in Parliament. The CHRAGG has requested that the Commission Act be amended to make it mandatory for Parliament to debate its Annual Report. The CHRAGG's lack of visibility has several aspects, including the fact that much of its work is quasi-judicial (i.e. addressing complaints) and thus not media friendly, but also that most of its reports are not available on its website, its Annual Report is not translated into English; Capacity Needs Assessment of the Commission on Human Rights and Good Governance (CHRAGG), UNDP, June 2016

The Government reported that budget constraints hinder implementing the National Human Rights Action Plan and preparing national human rights reports to treaty bodies in time³⁰. Only 30 percent of Tanzania's reports to international human rights machinery have been submitted on time.³¹

Challenges in engaging with the Universal Periodic Review process and leveraging these opportunities for the benefit of the population have been assessed as manifold, including the lack of knowledge and experience and limited ability to ensure a transparent, inclusive and participatory process among national stakeholders (UPR 2011 – CHRAGG AND CSO's). There is a need to coordinate closely with civil society, the CHRAGG and other key stakeholders to have a shared view and systematic monitoring of the implementation of UPR recommendations (UPR 2016 – CHRAGG AND CSO's).

Within the Commission, pluralism and a participatory approach to decision making through procedures that foster effective cooperation with diverse societal groups need to be strengthened. The CHRAGG and civil society human rights organisations play complementary roles in promoting and protecting human rights and need each other. In this regard, the CHRAGG has had a Memorandum of Understanding (MoU) with a number of CSOs since 2007. However, due to dwindling financial resources, the MoU has essentially become inactive.

Coordination among national justice agencies

Though a National Criminal Justice Forum (NCJF) chaired by the Director of Public Prosecutions (DPP) has been recently established to include the most senior officials and executive-level policy makers from across the sector and discuss each semester issues affecting the criminal justice sector, coordination, collaboration and effective cooperation among the organs of the Tanzanian justice system – the MOCLA, the courts, the prosecutors, the police, prisons and lawyers, are major challenges which affect transparency and accountability and increase backlogs and prison overcrowding.

In 1987 the Chief Justice has issued a circular which have established Case Flow Management Committees at national, regional and district level to consider specific issues, including prison overcrowding and case backlog. However, justice sector agencies still operate in silos with weak incentives for coordination and communication between them and currently there is no effective justice coordination forum to involve all the major stakeholders and deliberate on policy issues. The Tanganyika Law Society has also established the Justice and Security Forum (JSF), in partnership with CHRAGG and 20 NGOS and CSOs, which is a civil society initiative aimed at providing recommendations for reform in the criminal justice sector.

Detention conditions & prison overcrowding

Prison conditions in the official 126 detention institutions of the country³² remain harsh exacerbated by lengthy pre-trial detention, inadequate food, overcrowding, poor sanitation and insufficient medical care. 1282 female inmates and 222 juvenile offenders are currently detained across the country³³. 445 prisoners have been convicted and sentenced to death, including 17 women. Pre-trial and on remand detainees, who represent the 50% of the prison population, and convicted prisoners are held together.

To address prison overcrowding, the Government has prepared a concept note to amend the Parole Boards Act of 1994 to allow more prisoners to serve community service sentences and has established the National Criminal Justice Forum. A strategy had also been designed in 2014 for the implementation of the National Prison Policy. Despite the adoption of the Tanzania Child Justice

30 In the fiscal year 2014/2015, CHRAGG received 1,241,701,100.00 (representing US\$ 566,000) that is just over one third of the budget it had received in the fiscal year 2009/2010, this for approximately the same number of staff and, arguably, a greater workload. Apparently for the fiscal year 2016/2017, the government had only allocated to the CHRAGG a budget to pay salaries and overheads but not to conduct any of its core activities; Capacity Needs Assessment of the Commission on Human Rights and Good Governance (CHRAGG), UNDP, June 2016.

31 CHRAGG and CSO's UPR (2016), Tanzania

32 In Tanzania, there are 12 central prisons, 67 district prisons and 47 open farm prisons; Tanzania Human Rights Report, 2015, LHRC.
33 As of October 2016, the prisons, whose total designed capacity is 29,552 inmates, held 32,751, 16 percent above designed capacity. In Mwanza region, though the authorised capacity of local detention places is for 1743 inmates, 3548 were detained; in Dar es Salaam region, 3,300 is the local capacity while 4359 are detained; in Arusha, the ratio is 783/1245. 50% of all prisoners are in custody awaiting trial (16,551), including 2345 awaiting trial in the High Court, 9918 awaiting trial in the District Court and 2713 awaiting trial in the Primary Courts. Statistics from the Tanzania Prison Services (TPS), October 2016.

Five Years Strategy 2013-2017, serious concerns on the administration of juvenile justice have been reported, including the lack of adequate legal-aid services for children in conflict with the law; the insufficient number of professionals with specialized training on juvenile justice; the lack of appropriate detention facilities in Zanzibar for persons under the age of 18; the long duration of pre-trial detention of children, in most cases in adult prisons, and the fact that children serve their sentences in adult prisons³⁴; the use of corporal punishment as a judicial sanction; and cases of ill-treatment of children in police custody and reports that 30 per cent of children in prison have been physically or sexually abused³⁵. The country has currently only one juvenile court in Dar es Salaam (Kisutu) and so the majority of children's cases are heard in adult courts.

Disposal rates and large case backlog

Despite progress have been made to tackle the problem since 2013³⁶, slow disposal rates and large case backlogs³⁷ are still persistent and have slowly overwhelmed the court administration, undermined timely dispensation of justice and contributed to prison overcrowding with 50% of the prison population currently on remand status. This is mainly due to a number of different factors, including inadequate and outdated court and case management systems, poor record keeping and manual recording, the lack of equipment and technology to assist the work of judges, magistrates, and court staff, to issue court records, such as copies of proceedings and judgments, as well as limited use of plea bargaining and alternative dispute resolution mechanisms.³⁸

The NHRAP 2013-2017 also highlights how cumbersome procedures for redressing human rights grievances, which require that human rights matters be heard by the High Court sitting with three judges, are hampering access to legal redress. To address this, Constitutional cases are handled in their own Registry, the High Court Main Registry and a pool of five permanent judges have been appointed to adjudicate constitutional petition. In addition, Alternative Dispute Resolution (ADR) mechanisms, whether court-annexed or conducted by private entities, require further development and to be fully understood by large segments of the stakeholders³⁹.

Discriminatory customary judicial mechanisms against women⁴⁰

Although available data on Tanzania's traditional and informal justice systems is limited⁴¹, as in many other African countries, a plethora of customary dispute resolution mechanisms operate in the country resulting in overlaps, duplication and under-utilization of the formal justice mechanisms, particularly in rural areas. Despite the important role that customary law plays in addressing grievances and supporting peaceful conflict resolution at community level, these traditional justice systems, are generally perceived as discriminatory towards vulnerable groups⁴², particularly women⁴³. Harmful traditional and cultural practices, such as female genital mutilation⁴⁴, early and forced marriages, violate women and girls' right to equality and dignity, and to lesser

34 In 2011 it was estimated that over 1400 children were held in adult prisons, 75 per cent of whom were awaiting trial, counting for the 3.9 % of the entire prison population. Child Protection Fact Sheets, UNICEF, 2015

35 Committee on the Rights of the Child, Concluding observations on the combined third to fifth periodic reports of the United Republic of Tanzania, 3 March 2015

36 The World Bank reports that congestion of the courts at the appeal court level has been reduced. Over the last two years or so (for example, improved case management, better resource allocation) have had positive impacts on the performance of district magistrate courts and the primary courts. The clearance rate of district magistrate courts has increased from about 52 percent to about 73 percent, and the primary courts are now recording a clearance rate of about 80 percent, thus reducing backlogs

37 In 2011, it was estimated that the court system received about 200,000 cases (both filed and pending) per year in all types and levels of courts, of which about 120,000 were disposed of annually (that is, a disposal rate of about 60 percent), thereby causing perpetual increase in backlogs and compounding delays. Manual event-based systems and processes result in inefficient case management. For example, more than 50 percent of cases take 30-90 days from filing to preliminary objection, and two-thirds take 90-1,000 days to progress from pretrial hearing to trial, and two-thirds take 150-1,000 days from trial to decision (Keenan Report 2011)

38 Challenges to Access to Justice, NHRAP 2013 - 2017

39 World Bank Tanzania Citizen-Centric Judicial Modernization and Justice Service Delivery Project Appraisal Document (16 March 2016)

40 See Annex - Justice Gender Analysis for a snapshot assessment of the status of women access to justice

41 Due to lack of knowledge in the sector, the World Bank has recommended to assess existing informal systems to determine where and how they operate and their interface with formal courts, for example, for improving land and family disputes, as well as explore the nexus of the formal judicial system with that of informal mechanisms

42 The Human Rights Watch UPR submission related to Tanzania of September 2015 highlights that victims of child marriage when they seek justice face many hurdles, including pressure to have matter adjudicated through problematic and discriminatory customary processes

43 UPR 2011 and 2016 (CHRAGG and CSO'S)

44 In Tanzania, approximately 14.6% of women have undergone FGM. Assessment of Court Cases on Violence Against Women: Report on Selected Regions of Tanzania, Un Women, December 2015

extent of boys, as well as their right to health and discrimination is also faced by people living with HIV, persons with disabilities, and persons with albinism⁴⁵.

Institutional inefficiencies & uneven national coverage⁴⁶

The efficiency of the sector is also strained by the limited number of legal and judicial personnel⁴⁷, including judges, prosecutors⁴⁸ and lawyers⁴⁹. Insufficient number of prosecutors in the districts and rural area is a challenge that affects police supervision and effective investigation. The judiciary have been evaluated as weak, and despite productivity benchmarks for judges to handle about 220 typical cases per year have been set, the lack of staff performance evaluations, a poor monitoring and evaluating performance (M&E) system and the absence of a strong skills training program for judges, magistrates, court clerks, and staff, has undermined policy implementation⁵⁰. The country has a limited number of courts (110 district courts out of 133 districts), which also experience poor infrastructures, and a shortage of trial rooms. Due to this uneven geographic coverage, it is estimated that around 21 million people, i.e. 47 % of the population, has no access to high courts services and citizens are forced to travel long distances and incur in high costs to gain access to justice services⁵¹.

Limited data and research capacity in the sector & institutionalised M&E system

The performance of the sector is also challenged by limited institutional capacity of justice agencies, including MoCLA, the AGC and the DPP to establish solid baselines, and collect and analyse sector data in order to build on a results-based approach. As said above, this is also exacerbated by ineffective coordination and limited information sharing among the main actors of the sector. Limited research and planning capacity, constraint monitoring and evaluation at national and subnational levels are key institution constraints which compromise the capacity of the good governance and access to justice sector⁵². The lack of M&E framework is affecting detailed diagnostic work to provide more insights to the constraints that men and women face in realising their legal rights. Policy-making remains also insufficiently informed by gender analysis and use of sex disaggregated data⁵³.

Challenges to judicial independence, corruption⁵⁴ and unethical behaviour of judicial personnel

Allegations of corruption, lack of integrity⁵⁵ and other unethical conduct and practices in the legal system, continue to be reported⁵⁶. The constitution provides for an independent judiciary, but many of its components remained subject to executive influence, a problem which is exacerbated by the

45 Seventy-four people with albinism have been murdered since 2000. There have been 10 convictions place with the first in 2008. Tanzania Situation Analysis: In support of UNDAF II, April 2015

46 The World Bank has recently approved a \$65 million credit for major transformation of the Tanzanian Judiciary which will be implemented through the Tanzania Citizen-Centric Judicial Modernisation and Justice Service Delivery Project. The five years long project will be implemented by the judiciary and aims at improving court efficiency and administration, as well as performance management and public trust.

47 In 2015, the Judiciary accounted a total of 16 Justices of Appeal, 83 Judges of the High Court, 44 Registrars and Assistant Registrars, 769 Resident Magistrates, 62 legal assistants to Judges, 4 district Magistrates and 462 Magistrates of the Primary Court for a ratio of two judges to one million people; Legal Sector Assessment 2013.

48 320 prosecutors today, this is still far short of the national requirement estimated at 5,000 prosecutors. In reality, the bulk of prosecutions throughout the country are conducted by these public prosecutors (in subordinate courts there are about 700 or so police-public prosecutors, from the overall strength of police officials of about 38,000 in the country) whose knowledge of the law, with some exceptions, is limited (especially in the majority of the police-public prosecutors); World Bank Tanzania Citizen-Centric Judicial Modernization and Justice Service Delivery Project Appraisal Document (16 March 2016)

49 As of early 2013, Tanzania had an advocate to population ratio of 1: 14,000 against an internationally recommended ratio of 1:600; Legal Sector Assessment 2013

50 World Bank Tanzania Citizen-Centric Judicial Modernization and Justice Service Delivery Project Appraisal Document (16 March 2016)

51 World Bank Tanzania Citizen-Centric Judicial Modernization and Justice Service Delivery Project Appraisal Document (16 March 2016)

52 Tanzania Situation Analysis: In support of UNDAF II, April 2015

53 UNDAF 2016-2021

54 Corruption is an ongoing challenge which affects all areas of society and hinders individual and national development. The State is committed to tackling corruption and is currently considering establishing a High Court Registry/Court to deal with grand corruption cases; par. 98, National report submitted in accordance with paragraph 5 of the annex to Human Rights Council resolution 16/21, 16 February 2016

55 The Legal Sector Assessment 2013

56 Access to Justice and Legal Aid in East Africa. A comparison of the legal aid schemes used in the region and the level of cooperation and coordination between the various actors; the Danish Institute for Human Rights, based on a cooperation with the East Africa Law Society, 2011

current setting of appointment of senior court officers, including the Chief Justice⁵⁷. It is reported that court clerks and magistrates of lower courts occasionally accepted bribes to determine the outcome of cases.⁵⁸ According to the Court User Survey 2015, about 13 percent of the court users interviewed claimed to pay bribes to "obtain a copy of a court document," and about 12 percent claimed to pay bribes to "process bail". Complaints against judges, staff, advocates, and court brokers are not systematically handled by the judiciary and courts are not subject to systematic inspections by the senior judges. The Directorate of Inspections has been recently set up, but it is not fully operational nor are its functions well understood by court personnel and other stakeholders. Due to lack of accountability and perception of corruption, citizens' confidence and trust in the judiciary and other justice sector actors is low⁵⁹.

1.2.1 Development challenges in Zanzibar

Though Tanzania mainland and Zanzibar share a relevant number of common challenges, the legal sector of Zanzibar is currently affected by context-specific impediments which compromise access to justice of vulnerable groups and human rights protection, including inadequate institutional and operational capacity; poor infrastructure; delays in delivery of justice, and poor legal practice and procedures; corruption in the legal sector which has now become endemic; absence of a framework for managing and coordinating legal training and education; and underfunded courts leading to delay of justice⁶⁰.

In relation to legal aid, the current regulatory framework is inadequate to ensure legal assistance and representation for women and other vulnerable groups and to support legal redress mechanisms for person whose rights have been violated. Despite, the designation of paralegals in every constituency of Zanzibar is considered an important step to provide legal support to women without sufficient means, concerns are still raised with the delay in adopting the legal aid bill on the mainland and a national legal aid policy in Zanzibar.⁶¹

Compared to the mainland, civil society organizations are considered less effective and women enjoy much lesser access to justice and human rights protection mechanisms. This includes also the absence of public platforms to raise issues related discrimination, VAW and SGBV and women's rights abuse in general. In this regard, the CEDAW Committee noted with concern the delay in adopting a gender policy for Zanzibar.

Similarly, detention conditions of youth and children in conflict with the law still represent a serious concern, particularly due to the lack of appropriate detention facilities for persons under the age of 18, juvenile courts and juvenile retention homes.⁶²

Coordination is also a challenge with few mechanisms in place for engagement across the justice sector and especially the criminal justice chain. In this regard, the President's Office of Constitution, Legal Affairs, Public Service and Good Governance has the responsibility of ensuring coordination and establishing platforms for interaction, engagement and dialogue between justice sector institutions and civil society.

II. STRATEGY

2.1 Drawing on global UNDP's comparative advantage in access to justice and human rights programming and lessons from Tanzania

⁵⁷ Tanzania Human Rights Report 2015, Tanzania Mainland, Legal and Human Rights Centre (LHRC), 2015

⁵⁸ Country Reports on Human Rights Practices for 2015, United States Department of State, Bureau of Democracy, Human Rights and Labor

⁵⁹ According to the Court User Survey 2015, only 57 percent of the people responded to be satisfied with the performance of the justice system as a whole

⁶⁰ MKUZA II

⁶¹ Concluding observations of the CEDAW Committee on the combined seventh and eighth periodic reports of the United Republic of Tanzania, 9 March 2016

⁶² Report of the Working Group on the Universal Periodic Review, United Republic of Tanzania, July 2016

With a history of achieving remarkable outcomes as part of its world-wide development assistance strategy in the democratic governance and rule of law, UNDP's specific niche lies globally in improving the performance of justice and related systems, facilitate human rights-focused and gender sensitive policy dialogue on justice sector reforms and strengthen access to justice mechanisms that result in better protection of human rights.

To this end, UNDP globally acknowledges the paramount complementary role of civil society organizations and national human rights institutions to strengthen people's capacities to seek and access justice remedies that would otherwise remain inaccessible to them and promote a civic space for human rights debate and consolidation of a human rights culture.

This development approach is consistent with the UNDP's strong commitment to the new sustainable development agenda, including Goal 16 which is dedicated to the promotion of peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective, accountable institutions at all levels.

In Tanzania, through several years of active engagement with government and civil society stakeholders that have shaped UNDP interventions in the country as driven by a solid national ownership, UNDP is uniquely recognized for its contributions to strengthening institutional capacity in the context of a complex development architecture⁶³ and it is considered a trusted and reliable partner that is strategically positioned to address pro-poor justice and human rights strategic reforms and play a pivotal role as impartial convener to advance sustainable development agenda in the sector. Particularly, through its strong relationship with the Government, UNDP has established a solid foundation for supporting the country in promoting values that support human rights and development. This relationship was essential in navigating discussions of sensitive issues among policymakers, such as on human rights principles and establishment of appropriate policies (e.g. the National Human Rights Action Plan).⁶⁴

Within this context, the Project is expected to capitalize on UNDP's global comparative strengths, as well as build on lessons learned and best practices made available in its practice area of rule of law, justice and human rights in Tanzania, including the following development initiatives:

- **"Support for National Human Rights Priorities in Tanzania"** (August 2013 – June 2016), which led to the adoption and roll out of the first National Human Rights Action Plan (NHRAP, 2013-2017) under the guidance of the Tanzania Commission for Human Rights and Good Governance;
- the joint UNDP-UNICEF justice sector development project **"Support to Zanzibar Legal Sector Reform Programme"** (January 2013-December 2017), which is currently implemented by the Ministry of Justice and Constitutional Affairs to pave the way for a sector wide strategy and reform action plan for the entire justice sector, as well as promote capacity development of key justice institutions to improve the quality of justice delivery and the response to the need of child victims, witnesses, and offenders.

Against this background, the project strategy has also been designed to reflect the main findings, lessons learned and recommendations of the terminal Evaluation of the "Support for National Human Rights Priorities in Tanzania" (May/June 2016) and the UNDP- sponsored Capacity Needs Assessment of the Commission on Human Rights and Good Governance (June 2016). The Project has further been design to reflect the findings of the extensive consultations conducted from a UNDP Programme stakeholder consultation in May 2015, informal initial preparatory consultation between UNDP and key partners throughout the first half of 2016 and the more than 30 targeted individual consultations with partners and stakeholder in October and November 2016⁶⁵.

2.2 Strategy

The proposed strategy responds to the national development priorities of the justice & human rights sector as outlined by the Tanzania's Development Vision 2025, Zanzibar Vision 2020 and the 2016-2021 National Five Year Development Plan for Tanzania (FYDP), as well as regionally in

63 Assessment of Development Results (ADR) in Tanzania, 2014

64 Assessment of Development Results (ADR) in Tanzania, 2014

65 See annex X with list of stakeholders consulted.

the African Union Agenda 2063. The strategy is also fully anchored on the Judiciary Strategic Plan 2015–2020 and the 2013-2017 National Human Rights Action Plan (NHRAP).

The Project is expected to contribute to the achievement of the following strategic objectives:

- National governance is more effective, transparent, accountable and inclusive (UNDAP II 2016-2021);
- Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (Outcome 2, UNDP Strategic Plan 2014-2017);
- Citizens have improved access to and are better served by the justice system and human rights reporting (Output 2, Pillar III, UNDP 2016-2021 Country Programme Document);
- Support Tanzania to improve access to justice and human rights promotion to contribute to national development priorities (Component 4: Improved Access to Justice and Human Rights Promotion, UNDP Inclusive Democratic Governance Strategy).

Overall, the intervention is designed to pursue strategic initiatives to strengthen the ability of selected justice and human rights institutions to provide effective and accountable public service delivery in the justice & human rights sector, as well as to improve access of communities, particularly women and other vulnerable groups, to available justice and human rights protection mechanisms.

At outcome level, the project is expected to contribute to the achievement of the following: **People, particularly women and other vulnerable groups, have improved access to responsive and accountable justice and human rights protection mechanisms.** It is designed around achieving the following three outputs:

Output 1: Criminal justice sector coordination and data management enhanced for a more inclusive, accountable and evidence-based policy and law making processes – encompasses a range of interventions at institutional level to support increased coordination, cooperation, information sharing and data generation between justice sector institutions and promote a more holistic approach to the administration of criminal justice. Working with different duty bearers including the MoCLA, the AGC, the DPP, police, courts, corrections, probation office, as well as the statutory bar association, the project will provide targeted support to the National Criminal Justice Forum as it is the key national advisory, coordination and monitoring body of the criminal justice sector with the ultimate goal of promoting policy initiatives aimed at enhancing the performance of the sector (e.g. reduce prison overcrowding, ensuring due process, increase inspections to places of detention, increase cases' disposal rates, increase access to justice and legal assistance and representation for criminal matters, etc.) and improve accountability. Additional support will be provided to increase the effectiveness of the Justice and Security Forum to act as an advisory civil society platform that informs reforms and contribute to shape policy initiatives in the criminal justice sector. Increased advocacy and stakeholders' engagement on criminal justice issues, as well as an adequate regulatory and normative framework on legal aid, are expected to pave the way for consistent discussions on the need for the establishment of a state-funded system to provide legal assistance and representation in criminal and civil proceedings.

Output 2: Women and other vulnerable groups enjoy enhanced access to justice and are empowered to demand respect for their rights—strengthens the capacity of rights holders, particularly women and vulnerable groups, to access available legal aid services and claim their rights through awareness raising, education and increased access to justice mechanisms. As a result of the envisaged adoption of the Legal Aid Act, the project will work at institutional level to support the MoCLA, in partnership with relevant legal stakeholders, to coordinate legal aid providers and improve the domestic normative framework on legal aid, including in criminal proceedings. A legal aid policy, guidelines for legal aid providers and a number of MoUs with law enforcement agencies will be developed to facilitate access of legal aid providers to places of detention and improve legal aid service delivery of TLS and legal aid NGOs, including on criminal matters. Ultimately, this is expected to produce increased civil society oversight and monitoring of detention facilities and reduce prison overcrowding. The Project will also provide technical and financial assistance to NGOs, bar associations and women legal aid providers, to carry out strategic initiatives to increase access to justice for women, children in conflict with the law,

detainees and other vulnerable groups, including providing legal assistance and representation in courts. This will also include research on women and access to justice in mainland Tanzania and in Zanzibar, including how customary judicial mechanisms deal with women and vulnerable groups and related discriminatory practices.

Output 3: Strengthened role of national authorities and civil society in the promotion and protection of human rights and women access to justice—promotes a number of initiatives to strengthen the institutional capacity of the national human rights institutions, including the AGC and the CHRAGG, for improved monitoring, coordination, reporting, investigation and data collection in order to support implementation of the domestic human rights framework, including the NHRAP, the UPR recommendations of 2011 and 2016, as well as the Concluding Observations of the CEDAW Committee 2016 and the CRC Committee 2015. Related to this, the Project will support the AGC and CHRAGG in relation to the final year of Tanzania's first NHRAP and in relation to development of a second NHRAP with improved participatory results-focused low-cost M&E. In addition, the Project will carry out strategic actions to strengthen CHRAGG's ability to become an effective human rights champion and to better partner and coordinate with civil society and other key stakeholders. This will include the mainstreaming into CHRAGG's programming of a participatory approach to decision and procedures that foster effective cooperation with diverse societal groups and increase accessibility, human rights dialogue and partnership with civil society organizations. Efficient stakeholders' engagement is expected to enhance the human rights promotion and protection framework of the country by improving effectiveness of human rights institutions and deepening public legitimacy, ensuring that public concerns are reflected and giving CHRAGG and CSOs more access to expertise and valuable networks. In this, the Project will also support CHRAGG in building capacity for strategic engagement in pressing human rights and capacity for increased visibility and engagement in public debate.

2.2.1 Intervention in Zanzibar

Though the main focus of the Project is on mainland Tanzania, the intervention intends to support the President's Office of Constitution, Legal Affairs, Public Service and Good Governance (POCLPSGG), which is the Implementing Agency under the Zanzibar Legal Sector Reform Programme (LSRP), to carry out a number of ad hoc strategic inception initiatives to complement and build upon the LSRP and pave the way for a new intervention after 2017.

Notwithstanding a reform strategy for the justice sector is currently under development, there is no systematic coordination mechanism for justice sector institutions for policy discussion, design and reform and the POCLPSGG is unable to carry out coordination and properly oversee the performance of the sector. Therefore, the Project will support initial technical discussions with relevant justice stakeholders, including the judiciary, the Attorney General, the Zanzibar Correctional facilities and the Police Force, etc. to assess the feasibility and the need for the establishment of a permanent framework for coordination. Capacity building activities will be conducted to enhance justice sector personnel capacity for coordination, and collaboration, including the development of guidelines and SOPs for meetings and follow up on actions and generally to strengthen inter institutional engagement and cooperation across the criminal justice chain. This will include support for the establishment of national system for data collection and M&E capacity.

The Project will also carry out targeted activities to strengthen the effectiveness of the Zanzibar branch of CHRAGG and increase operational outreach and partnership with civil society organizations. This is expected to lead to the publishing of a Zanzibar specific annual human rights reports and the development of a new NHRAP for Zanzibar under the umbrella of the new NHRAP 2018-2022.

Finally, the Project will engage women legal organizations to provide legal aid services to women and other vulnerable groups and provide ad hoc capacity building activities to empower the local women lawyers' association. A study on women access to justice in Zanzibar will be conducted.

2.2.2 The Theory of Change

The Project's strategy has been designed to address the prevailing problem that Tanzanian citizens, particularly women and other vulnerable groups, have limited access to responsive and accountable justice & human rights protection mechanisms to claim their legal and human rights, as well as resolve their grievance.

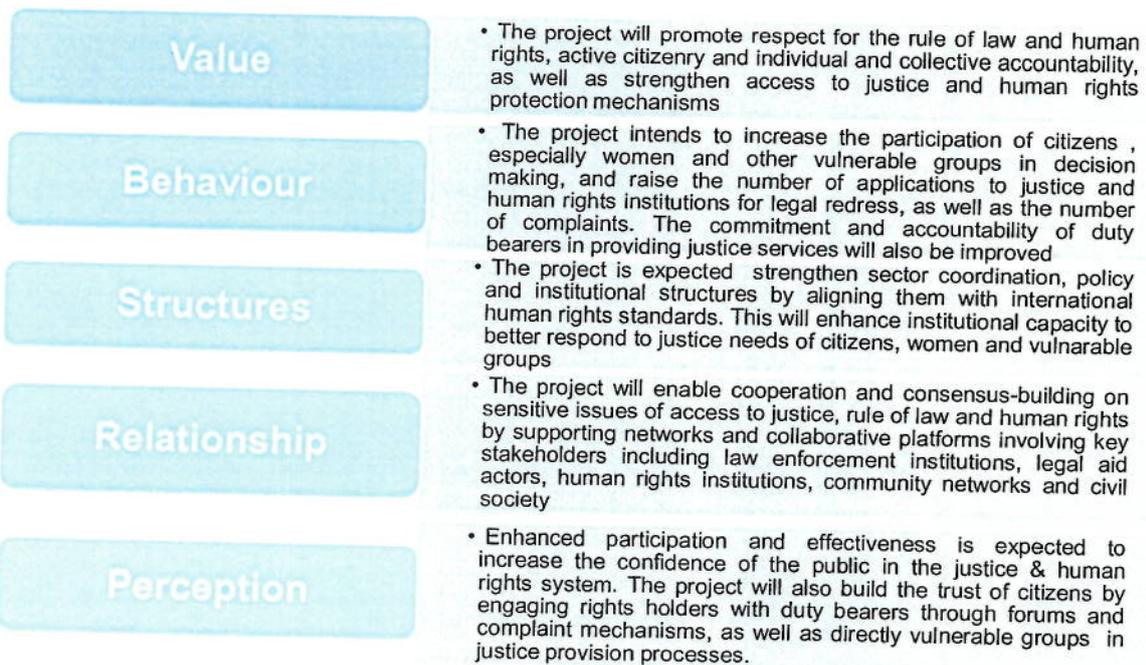
This strategy is built on a theory of change assumption that investments in institutional capacity strengthening needs to be balanced with more demand driven work that builds community confidence in the justice & human rights sector actors so that they are empowered to in turn demand greater accountability and improved services. The theory of change assumes that ultimately citizens, particularly women and other vulnerable groups, will enjoy improved access to responsive and accountable justice and human rights protection mechanisms as a result of the following:

- Reinforcing links between public and justice/human rights sector state institutions for improved quality inputs and output processes;
- Ensuring proper coordination among high level justice actors around a number of high value public interest goals;
- Promoting institutional capacity development which generates public interface and foster public engagement and effective cooperation with diverse societal groups;
- Designing and implementing localized legal aid services for vulnerable groups & rights awareness that promote effective public knowledge and consolidate legal empowerment;
- Ensuring legal aid policies, frameworks and plans on justice & human rights are inclusive and transparent, implemented in line with international norms and respond to needs of vulnerable groups.

An additional number of theory of change assumptions include: 1) increased sector coordination improves sector performance and generates levels of trust and confidence for stakeholders across the justice and human rights sectors 2) higher levels of civic participation and a climate of continuous public engagement are needed to sustain effective legal and human rights policies and solutions which are inclusive and driven by the public interest 3) Increased civic participation improves public oversight of justice & national human rights institutions and increase their accountability 4) A functioning legal aid system may reduce the length of time suspects are held in police stations and detention centres, in addition to reducing the prison population, wrongful convictions, prison overcrowding and congestion in the courts, and reducing reoffending and revictimization.⁶⁶

By pursuing this strategic intervention, the Project is expected to promote the following change in values, behaviour, structures, relationships and perception in respect of access to justice and human rights:

⁶⁶United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems, 2012



2.2.3 Guiding Principles

In order to achieve the planned outputs and in line with the proposed approach of the UNDP Tanzania Democratic governance programme, the Project will apply the following guiding principles:

Stronger inclusive national ownership

The Project will make sure that an inclusive process which involves both state and non-state actors in identifying priorities and developing national strategies is followed from the inception phase until the end of the intervention. National perspectives will be reflected throughout the implementation and activities will be linked to the country's national development plans, policies and regulations of the justice and human rights sector. The Project will to a large extent rely on national expertise and capacities for the implementation of the interventions so that Tanzanian stakeholders are empowered to take charge of their own development and can support more sustainability in the sector.

Strong partnership between government and civil society

Partnership with civil society will be a critical cross-cutting issue across the three outputs. Platforms for civic engagement will be continuously built to better support public participation in national decision-making processes and contribute to shape debate and policy on justice and human rights issues and ultimately inform and guide policy-making at the central level. Increasing reporting, monitoring and advocacy for change at every level will ensure that information generated through this work is fed into national level policy formulation, particularly in the criminal justice and human rights sector. Such bottom-up reporting enhancements will work in tandem with increased top-down monitoring to increase both the demand for and supply of accountable and responsive justice and human rights services.

One UN approach to women's rights, women access to justice and protection of vulnerable groups

As Tanzania has been selected as one of eight countries to pilot Delivering as One (DaO), UNDP approach to access to justice, human rights and women's rights intends to address the country's national priorities in the sector in a coherent, holistic and effective manner by ensuring synergies, strong cooperation and coordination, including joint intervention with all the UN partners, notably UNWOMEN, UNICEF and OHCHR, and building on the comparative advantage of each agency to maximize development impact. Improved access to justice and human rights protection mechanisms of women, children and other vulnerable groups, are a clear objective of the Project.

The intervention will support efforts to mainstream gender equality and equity through activities under the three outputs and implement gender-specific activities, in stronger cooperation with UNWOMEN, including through policy-actions and making in the criminal justice and legal aid sector, institutional mechanisms and public awareness campaigns. This will include: prioritising women, especially victims of domestic and Gender-based Violence, for legal aid services and access to justice initiatives; entering into partnership with well reputed women organizations of the justice and human rights sector to increase support to women and other vulnerable groups; promoting gender sensitivity and mainstreaming across criminal justice and legal aid policies, programs and processes of justice institutions; ensuring gender responsive policies and initiatives will be adopted with the support of the Project laws at national and local levels; promoting policies, training and leadership programs to support women, including lawyers association, in taking on decision-making roles in justice institutions; supporting further research on women rights and access to justice to increase knowledge and evidence-based development planning.

Introducing an area-based programming and evidence based-approach

Though the Project places a strong focus at institutional policy changes at central and national level, the intervention will also provide targeted integrated support across the whole criminal justice chain to test innovative and low cost/no cost initiatives for improving the administration of criminal justice process in selected areas and support an environment where incentives for reform are realised – based on practical experience from the selected pilot regions. It is expected that successfully demonstrated innovations and lessons learned from these areas will inform policy and actions at the national level for further scale-up and/or institutionalization of initiatives to improve performance and protection rights in the criminal justice arena. The Project will promote a more systematic use of information, data and analysis as evidence to inform policy making and management and enhance transparency and public understanding of the work and results of the justice sector, thereby potentially contributing to public confidence.

III. RESULTS AND PARTNERSHIPS

Expected Results

The overall goal of the Project is to improve citizens', particularly women and other vulnerable groups, access to responsive and accountable justice and human rights protection mechanisms.

This Project will consist of the following outputs:

Output 1: Justice sector coordination and data management enhanced for a more inclusive, accountable and evidence-based policy and law making processes

Output 1.1 Evidence generation and data collection on criminal justice delivery introduced and enhanced, particularly in respect of women, children and other vulnerable groups

The Project will provide technical assistance to selected justice institutions, including MoCLA and the DPP, to improve their institutional capacity in M&E, data generation, collection and analysis. Data produced which will be disaggregated by gender, age, and in line with other vulnerability-related indicators, to inform better results-based planning and policy making in the justice sector, including the criminal justice system, and to facilitate mainstreaming of a gender and vulnerability perspective into policies, laws, procedures, and practices. A baseline assessment on the criminal justice sector will be conducted to support further evidence-based strategic initiatives, identify barriers to accessing justice in the criminal justice sector and make recommendations for reform. A simple (low-tech) data management system, including an electronic database on justice delivery will be established within the Ministry and the DPP and will be linked to ongoing efforts to improve data management in the police force, prisons and the judiciary.

Output 1.2 Coordination, collaboration and technical level cooperation between justice and security sector institutions strengthened to inform policy making and increase access to justice

In partnership with the DPP and MoCLA, the Project provides for the development of a comprehensive system to improve communication, coordination and cooperation between all justice agencies, at national level, as well as at local level. This intervention is expected to identify problems and agree on solutions to improve the delivery of criminal justice and test low-cost inter-institutional initiatives aimed at addressing identified priority issues and challenges to the administration of justice, e.g. prison overcrowding, plea bargaining, sentencing guidelines, remand status and violation of custody time limits, children and women in prison, legal representation, etc. Guidelines and Standard Operating Procedures for increased coordination will be developed. A Secretariat will be established to facilitate the regular holding of the National Criminal Justice Forum (NCJF), operationalize the developed coordination mechanism, as well as follow up on recommended actions, including policy-related initiatives for the sector. In Zanzibar, local justice actors will be also engaged to strengthen coordination and develop innovative approaches for inter-institutional collaboration and cooperation in the criminal justice sector.

Output 1.3 Increased capacities for accountability and oversight of criminal justice institutions including more public access to information on justice sector progress and participation in decision-making processes

The Project will work closely with partners to support practical initiatives to increase monitoring and oversight in the criminal justice sector, as well as strengthening the links between public and justice institutions. Technical assistance will be provided for the establishment of a complaint mechanism for citizens in the MoCLA and in the Tanzania Prisons Service. A permanent mechanism, including representatives from MoCLA, the AGC, the DPP, CHRAGG, lawyers and other civil society members, will be set up for joint inspections visits to be conducted in prisons and police custody facilities. Support will be provided to increase the effectiveness of the Justice and Security Forum (JSF) chaired by the Tanganyika Law Society and ensure it is adequately operationalized and resourced so it can act as an advisory civil society platform to the NCJF and contribute to integrate the views of the rights holders into justice debates and shape policy initiatives in the criminal justice sector.

Output 2: Women and other vulnerable groups enjoy enhanced access to justice and are empowered to demand respect for their rights

Output 2.1 National policy framework on legal aid developed for improved access in criminal justice system and increased legal protection of women and other vulnerable groups

With the enactment of the Legal Aid Act, the MoCLA will be responsible to coordinate, administrate and regulate the national legal aid scheme. The project will support the Ministry to, implement and disseminate the Legal Aid Act. The MoCLA will be supported to develop legal aid policy guidelines and procedures, including code of conduct, for legal aid providers and to improve legal aid mechanisms for women and vulnerable persons, including persons accused at police stations and detained on remand at prisons. In this regard, the Project will ensure that technical consultations for policy and guidelines' development will involve all relevant civil society stakeholders and government's institutions, including the PMO and the MoHCDGEC, so that the needs of specific groups, including but not limited to the elderly, persons with disabilities, persons living with HIV and other vulnerable people are considered. Finally, the project will support regular consultations between government and non-state actors to promote discussion on the need for a state-funded legal aid system, including best international practices on sustainable mechanisms and funding.

Output 2.2 Legal aid sector oversight and coordination mechanisms strengthened for better quality service delivery and appropriate referral systems

Technical and financial support will be provided to the MOCLA (Department for Public Legal Services) to assist the operational and technical functions of the then interim body mandated with legal aid coordination (LAS), and then for the establishment of the eventual National Legal Aid Board, including the Secretariat. A baseline survey on legal aid in criminal proceedings will be

conducted at the beginning of the project as a tool to generate data and inform IPs activities in the sector. A study on the effective use of Alternative Dispute Resolution (ADR) as a means to increase access to justice and divert cases from the courts will be also conducted. Support will be provided to MoCLA to enhance communication, coordination and cooperation between all legal aid providers, including organizations working on civil mattersthrough paralegals, and to identify local problems and to agree on solutions to improve the provision of legal aid.A national legal aid database will be set up within the Ministry and additional ad hoc mechanisms will be developed to track, monitor and evaluate legal aid services' provisions.In order to increase referral and efficiency, a national legal aid hotline will be established and disseminated across the country, in all police stations and prisons, and among the public and legal aid service providers. MoCLA will be also assisted to hold technical discussions, in partnership with relevant paralegals' organizations, the TLS and the Law School of Tanzania, so that the curriculum for training of paralegals is standardized and officially accredited by the Ministry and legal academia.

Output 2.3Availability of legal aid schemes for women, children and vulnerable persons involved in criminal proceedings increased

The Project will work with the MoCLA to engage criminal justice actors, including the DPP, TPF and TPS,and facilitate access of legal aid providers to detention places, including penitentiaries and police holding cells, so that they can provide legal aidservices and perform their professional functions without hindrance. Non-state legal aid service providers, e.g. bar associations and women legal organizations,will be supportedto provide free legal aid services in selected regions, including Zanzibar, e.g. legal information, counselling, assistance and representation in courts, to indigent citizens, women, children in conflict with the law and other vulnerable groups, and prioritizing also cases relating to survivors of domestic and Sexual and Gender based Violence (SGBV).The Project will engage female lawyers to represent female defendants and accused, as well as to provide legal aid to female victims of violence. Linkages and joint capacity building initiatives for women lawyers' associations from Mainland and Zanzibar will be conducted, with a focus on innovative approaches to increase community outreach for delivering legal aid to indigent women and increase accessibility by female clients. Legalaid partnerswill be assisted to conduct inspection visits to prisons and police holding cells to provide legal aid to detainees, arrested, and accused, and monitor custody time limits so that instructing judicial authorities are also assisted in screening that people are remanded lawfully. A number of legal aid desks will be established in selected regions to provide information on rights during the criminal justice process and on legal aid services freely available and make appropriate referral to legal aid providers. A pilot legal clinic will be established at the Law School of Tanzania to provide students with an opportunity to learn the practical, substantive and ethical considerations in practicing law and deliver free legal services for vulnerable groups in relation to criminal and civil matters. The Project will also regularly engage the TLS and other bar associations to improve the current pro bono system, by identifying incentives for lawyers to work for indigent and vulnerable clients and advocating for a more effective pro bono services, particularly for women and other vulnerable groups. This will include the establishment of a roster of committed lawyers and paralegals to support a comprehensive legal system for persons detained or accused or involved in criminal proceedings.

Output 2.4Women and vulnerable groups are more aware of their rights and empowered to demand accessible and equitable legal services

MoCLA and project's IPS will be supported to disseminate legal information in selected regions of Tanzania, particularly where legal aid services are provided. Linkages with existing platforms, e.g. paralegals, women's groups, etc., will be established to increase outreach. Information on the right to legal aid and about the availability of legal aid services and how to access such services, will be made available to the communityand to the public in local government offices. Information on the rights of a person charged with a criminal offence will be provided in police stations, courts and prisons, in a manner that meets the needs of women and other vulnerable groups, including children and persons with disabilities. A legal information strategy will be developed, including innovative approaches for awareness raising, e.g. the radio and television programmes, regional and local newspapers, the Internet, mobile phones and other means. The Project will support the publication of accessible materials to be distributed, inter alia, through the MoCLA, the CHRAGG, TLS and legal aid providers. Information will be also disseminated among judicial and law enforcement agencies, police officers, prosecutors, judicial officers and officials in any selected

facility where persons are imprisoned or detained to inform unrepresented persons of their right to legal aid and of other procedural safeguards. The Project will also provide assistance to organize the legal aid week which takes place every year in the first week of December.

Output 3: Strengthened role of national authorities and civil society in the promotion and protection of human rights and women access to justice

Output 3.1 Improved capacity of the Attorney General's Chamber to coordinate, monitor and report on human rights and follow up implementation of UPR and Treaty Bodies recommendations

The Attorney General's Chamber is mandated by law with coordination, monitoring and reporting of state's human rights obligations. However, due to financial constraints, the AGC Division of Constitutional Affairs and Human Rights delayed preparation and submission of several human rights reports, particularly under the International Covenant on Civil and Political Rights, the International Convention on the Rights of Persons with Disabilities, the International Covenant on the Elimination of Racial Discrimination and the African Charter on Human Rights and people's Rights. State Party Report under the International Convention on Economic, Social and Cultural Rights is also due in 2017 and ideally preparation should have commenced in 2016. The Project will support the AGC to improve reporting capacity, as well as hold broad based validation consultations with state and non-state actors from the Mainland and Zanzibar. Coordination and follow up under the UPR process will be strengthened and meetings with relevant stakeholders will be held to review issues related to ratification of the Convention against Torture and other international treaties currently not ratified by the government. The AGC will be supported to carry out needed activities in relation to the final evaluation of the NHRAP and the formulation of the new human rights plan 2018-2022. National human rights indicators will be developed so that the AGC will be capacitated to carry out consistent monitoring. Training will be conducted to improve the skills of AGC staff on human rights reporting, as well as on ad hoc issues, including human rights and business. Assistance will also be provided for the preparation and publication of a human rights treaty manual, including guidelines on procedures to be adopted before ratifying any international human rights instrument. In addition, the AGC will develop a manual on human rights for government officials. Finally, support will be provided for translation of human rights treaties and related documents in Kiswahili.

Output 3.2 Institutional effectiveness & efficiency of CHRAGG improved in priority thematic areas

Tailored support will be provided to improve strategic focus and institutional effectiveness of CHRAGG. A five years' strategic plan will be formulated to inform annual work-plans, lobby for adequate budget allocation and contribute to make the CHRAGG more visible and accessible. As a part of the plan, the Project will promote organizational restructuring, including the establishment of a Planning and Coordination Unit within its Secretariat, to be responsible for coordination within HQ and branch offices, monitoring & evaluation and the development of core indicators that would comprehensively monitor impact of CHRAGG's interventions. Budget permitting, CHRAGG will be supported to establish a new branch office in Dodoma (Central Zone), in order to enhance access to the parliament, bring the services closer to the people in the central zone and as part of the government initiative to move its headquarters to the country's official capital city. Ad hoc initiatives will be carried out to strengthen operational effectiveness of the Zanzibar office. In addition, the Project will support CHRAGG to focus on a number of priority high-impact, high-stakes and high-visibility operational areas where CHRAGG has competitive advantage in terms of expertise and to link prioritized agenda to coordination role to reposition CHRAGG as major driving force in relation to human rights promotion in Tanzania (e.g. , child marriages and GBV/VAW; right to life in view of witchcraft including the killing of people with albinism and widows; rights and freedoms related to public space, incl. the protection of human rights defenders and journalists; women equality and non-discrimination; accountability of law enforcement agencies and prison/police watch; access to justice related to land tenure, etc.). Capacity will be developed in terms of conducting systematic inspections of prisons and places of detention, to ensure compliance with human rights obligations related to the treatment of prisoners. Regional partnership for specialised training with other African Commission on Human Rights will be built to enhance knowledge and capacity of the CHRAGG, particularly in relation to new emerging human rights issues, including for ex. human rights and business.

Output 3.3 Partnership and coordination between CHRAGG and civil society organizations strengthened for improved monitoring, data collection, reporting, and advocacy on NHRAP

There is a need to revitalize cooperation with civil society human rights organisations through increased information sharing and formal partnership. The Project will assist CHRAGG to coordinate and partner more actively with CSOs particularly in terms of monitoring and reporting, promoting joint advocacy efforts, enhancing outreach activities to the public and improving the CHRAGG's accessibility nationally. CHRAGG will be supported to organize a series of consultation meetings with CSOs to undertake comprehensive stakeholder mapping exercises and develop a stakeholder engagement strategy. This will include promoting innovations in outreach methodologies, e.g. partnerships with community-based organizations providing services for specific vulnerable groups, or operating in marginalized areas and/or in areas where CHRAGG has limited presence and access. In this regard, the objective is to strengthen the ability of CHRAGG to better act as an interface between CSOs and government on human rights issues, to enhance CSOs' capacity to refer cases and complaints to CHRAGG and provide information on human rights violations and patterns of abuse, as well as promote expertise, assistance and information sharing exchange to CSOs and vice versa whenever needed. A database of human rights organizations will be created to support the establishment and operationalization of a human rights networks in both Unguja and Pemba and the development of a specific human rights plan of action for Zanzibar. Partnership with CSOs will likewise aim at searching for alternative reporting mechanisms to improve the current M&E system and support joint monitoring of the NHRAP, as well as ensuring proper follow up on the implementation of the 2nd cycle of UPR recommendations. Finally, support will be provided to conduct the final evaluation of the NHRAP and develop the new NHRAP 2018-2022.

Output 3.4 National human rights dialogue, public education and awareness on the rights of women and other vulnerable groups and in prioritized thematic areas promoted

The intervention intends to increase awareness and public information on legal and human rights, especially of women, children and other vulnerable groups, as well as improve communication strategy and visibility of CHRAGG, particularly in relation to the identified thematic areas. A comprehensive communication and visibility strategy, including also a media engagement plan will be developed as a part of the new five years' strategic plan of CHRAGG to engage in promotional activities and improve reaching out to different segments of society. Thematic forums on specific human rights issues, gathering relevant CSO and CBO stakeholders, will be held to identify issues of concern and joint priorities and develop strategies to address these, including policy papers for public dissemination. The Project will assist CHRAGG in preparing and disseminating reports on the human rights situation in the country and on the prioritized thematic areas. The Annual Report on the status of human rights in Tanzania mainland and Zanzibar will be published and widely circulated and the CHRAGG will be supported in tabling the Annual Report for parliamentary debate⁶⁷. The Project will support CHRAGG to revamp and enhance the quality of the website. Joint campaigns with CHRAGG, law enforcement agencies and CSOs on key human rights issues and meetings with law enforcement agencies to discuss human rights and policing issues will be held, particularly after inspection visits to prison and other places of detention. An electronic human rights database will be built to stock all the reports, publications, press releases, information gathered during investigations and inspections, and other documents produced by the NGOs community. CHRAGG will carry out human rights dissemination in secondary school and complete the 2nd batch of (Training of Trainers) ToT for school teachers. The Project will also contribute to the launch and dissemination of the newly designed NHRAP 2018-2022. Finally, a number of joint research will be conducted, including a study on human rights and business in selected regions of Tanzania; a study on women access to justice in Zanzibar; and an assessment of existing customary judicial mechanisms to determine how they adjudicate cases concerning women and other vulnerable groups, where and how they operate, their interface with formal courts, etc.

⁶⁷ This will be done in synergy with UNDP Support to the National Assembly through the Legislature Support Project II.

Resources Required to Achieve the Expected Results

The Project will recruit a team of staff, international and national, who will be based in the office of the implementing partner to support the day to day implementation. These project staff will be key to ensure that the proper technical expertise is provided to IPs and maintaining the trusted relationship that UNDP has built with MoCLA, CHRAGG, AGC, TPF and other stakeholders including civil society. MoCLA will appoint dedicated staff to support overall supervision, coordination and implementation, including a national project coordinator.

In Zanzibar, UNDP and IPs staff already recruited under the current LSRP will support implementation of project activities.

In addition, the Project will hire national and international short-term consultants, provided with specialised expertise in relevant areas of the justice and human rights sector, to deliver ad hoc technical advice and carry out specific interventions as required by the resource and results framework and the annual work-plans which will be developed on annual basis.

The Project will also draw upon expertise from UNDP, particularly the Regional Service Centre for Africa, based in Addis Ababa, Ethiopia, but also from other UN agencies in Tanzania (i.e. – UNOHCHR, UNHCR, UN Women, UNICEF, UNFPA, UNESCO) to provide specific support for various activities and outputs, as well as carry out a number of initiatives jointly with them under the Delivery as One (DaO) framework.

The project is a capacity building initiative. However, it will provide basic equipment, including ICT, whenever will be deemed necessary to support implementation of activities and ensure more sustainability of the intervention.

Partnerships

The establishment of multi-stakeholder partnerships will be a strategic *modus operandi* throughout the implementation of the project.

The primary partners are the Tanzanian mainland and Zanzibar justice and human rights institutions with which the project was formally devised and agreed, including the Ministry of Constitutional and Legal Affairs, the Attorney General's Chamber, the Director of Public Prosecutions, the Commission for Human Rights and Good Governance and the President's Office of Constitution, Legal Affairs, Public Service and Good Governance in Zanzibar.

These institutions have clear mandates and play a critical role to improve access to justice and strengthen the human rights protection framework of the country. In particular, the MoCLA is responsible for formulating justice policies and strengthening the legal aid system. The AGC is responsible for the national human rights coordination and reporting mechanism. The DPP supervises the prosecution service and is the chair of the National Criminal Justice Forum and the CHRAGG has the mandate to promote and protect human rights as an independent national human rights institution. Finally, the POCLPSGG is responsible for coordination in the justice sector, formulating justice policies and strengthening the legal aid system in Zanzibar.

The project will strengthen the existing partnership with government law enforcement agencies, in particular the TPF and the TPS which are critical stakeholders to engage as they are an essential part of the criminal justice chain, collaborate as permanent members of the National Criminal Justice Forum and are expected to assist the primary partners in the implementation of the activities, particularly in relation to legal aid, access to justice initiatives in prison and police stations, as well as in relation to the work done by the CHRAGG and other civil society organizations.

In addition, a number of other key ministries and institutions, with which the project is expected to collaborate and work on a day-to-day basis, retain an equally critical position, including the Prime Minister's Office on disability issues; the Ministry of Education and Vocational Training (MoEVT) in relation to the human rights awareness component; the Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC) being the ministry in charge of fostering

children and women's rights and gender responsiveness across government work and leading the National Action Plan to End Violence Against Women and Children 2016-2021.

The Project will also strengthen cooperation and coordination with the Tanzanian judiciary under the framework of the World Bank-supported "Tanzania for a Citizen-centric Judicial Modernization and Justice Service Delivery Project", as well as with the African Development Bank which is currently devising further development assistance to Tanzania in the justice sector.

The Project will work in close partnership with community based and civil society organisations, including LSF, as well as academic institutions, striving also to strengthen their coordination and engagement with relevant state institutions of the criminal justice sector.

The TLS and women legal aid organizations will be selected to support direct implementation, including legal awareness, assistance and representation to indigent women, children, detainees and other vulnerable groups.

As Tanzania, has been selected as one of eight countries to pilot Delivering as One (DaO), UNDP will also actively coordinate with other UN agencies and development partners working in the sector and identify the feasibility of joint initiatives in the justice and human rights sector to ensure a coherent approach to achieve development results, benefitting from synergies not just between justice initiatives but also with UNDP's programming portfolio and the UN system in Tanzania as a whole. These include UNOHCR, UNHCR, UNICEF, UNFPA, UNESCO and UN Women.

Strong partnerships will be established with Development Partners which are supporting the justice and human rights sector, including the European Commission, Sweden, Denmark, Ireland, U.K./DFID, USAID, etc.

The Project is also expected to bolster on-going UNDP intervention and develop synergies with the other components of the Inclusive Democratic Governance Portfolio, particularly Component 1: Support to Effective and Responsive Legislature; Component 2: Citizens' Voice and Participation; and Component 3: Preventing and Responding to Violent Extremism.

Risks and Assumptions

The Project assumes that the Government of Tanzania is dedicated to improve access to justice and the human rights protection framework of the country. It is also presumed that justice and human rights institutions are committed to pursue effective partnership, collaboration and coordination, to strengthen links with the public and promote spaces for social capital building, as well as facilitate civil society to play an active role in the implementation of the project and therefore provide increased oversight of the sector. Finally, it is critical that the Legal Aid Act is approved without further delay.

Based on the Risk Log attached to this project document, the project will face primarily political, institutional, financial and operational risks that might impact on the delivery of results. Key risks include:

- Challenges in cooperation and coordination within justice state institutions and/or between state and public compromise results;
- Increased civic engagement and public participation is not translated into more accountable & responsive justice and human rights institutions;
- Limited resources allocated in justice and human rights sector for sustainable institutional reform;
- Limited institutional commitment to improve the legal aid framework & institutional gender responsiveness;
- Breakdown of trust between Government, CHRAGG and civil society and human rights actors;
- Data on justice sector performance is not well used as a basket of indicators to monitor systems performance and dynamics and support policy making and dialogue
- Lack of incentives & vested interests are too strong to nurture a public interest culture.

The Project will monitor and manage risks on a regular basis. The risk log will be updated as appropriate and at least on quarterly basis and included in quarterly reports. In addition, the Project Board will address the project risks and follow up on relevant actions as recommended during its meetings. The mid-term evaluation will also provide an important point for in-depth stock taking of risks and relevant actions.

Stakeholder Engagement

As with the previous UNDP-sponsored project "Support for National Human Rights Priorities in Tanzania" which was closely aligned to the NHRAP 2013-2017 and other national development priorities, the development of this project has been conducted in parallel to, and in close collaboration with national actors involved in the 2013-2016 project development processes, including MoCLA, the AGC and the CHRAGG. In addition to that, in designing this strategic intervention, extensive consultations have been undertaken with the relevant justice and human rights actors, including UN agencies, DPs, civil society organisations, women NGOs, bar associations and academic institutions and their feedback was fully integrated into the project design.

This commitment to a multi-stakeholder engagement will be infused throughout all aspects of implementation of the project, including through the meetings of the Project Board, comprising the key institutional and civil society implementing partners, who will contribute to navigating any major issues confronting the programme as it unfolds; through a number of consultations between government and civil society on criminal justice reform and by strengthening links between civil society forums and government policy bodies; through an increased engagement of legal aid providers with judicial and law enforcement authorities; and finally, through the establishment of regular consultation forums and public debates to increase spaces for civic participation and enhance access of civil society organizations and citizens to CHRAGG and government institutions which have a mandate on human rights promotion and protection.

South-South and Triangular Cooperation (SSC/TrC)

There is great potential for UNDP to engage with other stakeholders as implementing partners on SSC and TrC, particularly with institutions of countries which may have experience with reform in priority areas of the justice and human rights sector.

The Project will explore cooperation with legal aid schemes in order to enable 'peer learning' from countries which have been undertaking similar initiatives to increase access to justice through legal aid (e.g. South Africa, Kenya, etc.).

A number of countries (Zambia, Philippines, Nepal, Bangladesh, etc.) have also recently moved towards a sector wide approach to justice issues in order to enhance collaboration, cooperation and communication between justice agencies and improve sector oversight and performance. In this regard, UNDP will facilitate partnership between the Government of Tanzania and other interested countries to channel technical expertise on issue related to coordination in the criminal justice system, including training exercises and a study tour for key focal persons.

UNDP will also support increased regional partnership between the CHRAGG and other African National Human Rights Institutions, including the Network of African National Human Rights Institutions, in order to support sharing of innovative approaches and lessons learned and improve capacity on specific thematic issues (ex. human rights and business, discrimination, reporting, visibility, stakeholders' engagement, etc.).

Finally, the project will explore learning opportunities in the region for supported legal aid providers, particularly women legal aid organizations and lawyers' associations.

Knowledge

The Project is primarily envisioned to facilitate knowledge's transfer between the various government justice and human rights institutions, the relevant civil society's organizations and the

public at large. This includes the development of best practices, guidelines and standards for improved access to justice, legal aid and human rights promotion in Tanzania.

Due to lack of availability of consistent data in the sector to inform policy making and actions, the Project intends to carry out baseline assessments, including an initial criminal justice and a legal aid baseline study in partnership with MoCLA and selected legal institutions. Further data and evidence collection will be achieved through the establishment of a proper data management system, including databases within selected criminal justice institutions, e.g. MoCLA, the DPP, the TPS.

Under the framework of the Project, strategic research will be conducted in partnership with CHRAGG, MoCLA and selected NGOs and CSOs, including

- An assessment of existing customary judicial mechanisms to determine how they adjudicate cases concerning women and other vulnerable groups, where and how they operate, their interface with formal courts, as well as explore the nexus of the formal judicial system with that of informal mechanisms;
- A research on women access to justice in Zanzibar;
- A study on the use of ADR in Tanzania, including also recommendations for further policy initiatives in this sector;
- A study on human rights and business in selected regions of Tanzania.

The Project will also support the AGC to produce human rights reports in line with government's human rights obligations, and assist the CHRAGG to conduct relevant assessment reports on specific thematic areas (prison, police, human rights and business, etc.), to prepare and publish the commission's annual report, as well as to hold thematic debates for disseminating assessments' findings and promote increased information and knowledge sharing in the public.

Finally, at the end of the Project, a final evaluation, including lessons learned, will be produced by UNDP.

Sustainability and Scaling Up

The Project will be implemented through National Implementation Modality (NIM) which is expected to leverage the Tanzanian justice and human rights system and enhance national ownership and sustainability. The design and the implementation framework of the project have been aligned with the national strategic development frameworks of the sector. In addition, extensive consultations with government and civil society stakeholders have been undertaken to inform the project appraisal phase, including situation analysis and proposed strategic intervention, as well as to provide preliminary recommendations about sustainability and future exit strategy.

To ensure sustainability, the Project intends to promote progress in different substantive areas encompassing policy and institutional reforms, capacity building and legal empowerment. At the policy level, the Project will engage relevant justice actors working at the forefront of developing, implementing and executing policies and legislation, fostering qualitative improvements in the country's normative framework, particularly as it relates to the criminal justice sector, the provision of legal aid and access to justice. At this level, the proposed intervention aims also at strengthening coordination and linkages between law enforcement, prosecutorial and judicial authorities and support the gradual move towards a sector wide approach which is expected to facilitate national ownership and coherence, binding together justice and security institutions in an overall programme of reform and thus enhancing the sustainability of improvements⁶⁸.

As the Project begins to achieve the envisaged results, it is hoped that duty bearers will continue to pursue and implement policies and legislation in line with international standards, as well as to start consistent discussions and planning in the legal aid sector in order to pave the way for a

⁶⁸ Third Annual report on strengthening and coordinating United Nations rule of law activities: Report of the Secretary-General (A/66/133) (August 2011); <http://www.unrol.org/files/Third%20Annual%20Report%20of%20the%20Secretary-General.pdf>

comprehensive action plan for the future establishment of a state-funded legal aid system. The improvement of the current pro-bono system is also expected to contribute to more sustainability in the sector.

However, acknowledging the risk that lack of incentives are too strong to support institutional commitment and may lead to stakeholder backsliding, the Project's bottom up aspect – ensuring higher levels of civic participation & a climate of continuous public engagement to sustain effective legal and human rights policies and solutions which are inclusive and driven by the public interest – will position organizations closely representing rights holders, including CSOs and NGOs, the CHRAGG and the TLS, to pressure for increased state's accountability and the continuation of policies and legislation that meet the project's overall goal of improving vulnerable groups', particularly women, access to responsive and accountable justice and human rights protection mechanisms after the project itself has wound down.

Within this context, UNDP will also actively strive to influence the pace of adoption of improved mechanisms for access to justice, legal aid, human rights and criminal justice reforms, strategies and frameworks. A number of mechanisms have been already identified to promote intervention's sustainability, including co-financing; the implementation of an area-based approach and piloting for selected initiatives, including legal aid and coordination at local level; the gradual transition of donor-funded initiatives to full government funding; the focus on legislative reforms to support development interventions – e.g. legal aid; and finally, assist civil society's implementing partners and the CHRAGG in diversifying their donor support base and developing capacities to generate income from other sources.

Despite these efforts, the exit strategy of the project will be influenced by a number of factors, some of which are beyond the direct control of UNDP, such as the state's fiscal situation and budget allocation, the slow policy-making process of the country, political commitment and other variables. Given the number and range of these variables, it seems early to design an exit strategy for the whole Project with four years and half of implementation of activities still ahead.

However, a sustainability plan and exit strategies based on clear timelines and milestones will be agreed to and integrated into the programme's outputs and activities at the mid-term evaluation phase. This process will also entail consultations with donors and other development actors working in the sector to further inform the details of the exit strategy. Finally, the last 6 months (January 2021 to June 2021) of the Project will focus on consolidating sustainability measures to ensure national ownership and capacities to take forward to achievements of the Project and developing relevant sustainability-related knowledge products, including the final evaluation, lessons learned and best practices analysis, and as needed, capacity needs assessment of key institutions and formulation on follow up support.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The Project will be executed in line with National Implementation Modality (NIM) with full implementation support services provided by UNDP.

The Ministry of Constitutional and Legal Affairs will be the Implementing Partner whereas UNDP, the Attorney General's Chambers, the DPP, the Commission of Human Rights and Good Governance, the Tanganyika Law Society and selected civil society organizations as Responsible Parties.

For the accountability and responsibility purpose, the three components of the Project are designed to be implemented by the following agencies: (i) the MoCLA will implement Output 1 in coordination with the Director of Public Prosecutor; (ii) the MoCLA will implement Output 2, in coordination with the Tanganyika Law Society and other actors engaged in legal aid service provision; and (iii) the Attorney General's Chambers and the CHRAGG will implement Output 3 in coordination with the relevant civil society organizations working in the Tanzanian human rights sector.

MoCLA will be responsible for the overall implementation of the Project and ensuring that the day to day activities are implemented in accordance with the project document resource and results.

framework and budget, as well as the work-plans and related budgets which will be developed in partnership with UNDP on annual basis.

MoCLA will be accountable to the Project Board and UNDP for all resources and results identified in the project document. MoCLA will ensure that essential inputs including human resource are appointed and assigned to support the project and ensure adequate project implementation, coordination and supervision, and that a focal person with liaison responsibilities is selected to represent the Ministry whenever required by the project.

In relation to activities which will be implemented by the responsible parties, UNDP will facilitate the exchange and signing of Letters of Agreement between the IP and RPs which will also cover the activities to be implemented in Zanzibar. Both the IP and RPs are responsible and accountable to the Project Board for the activities and resources assigned to deliver the project.

Zanzibar

The Project will follow the NIM with the President's Office of Constitution, Legal Affairs, Public Service and Good Governance (POCLPSGG) as Implementing Partner for the Zanzibar part since this is a sovereign government and has its own separate system from Mainland. Responsible parties for Zanzibar component will include the local branch of the Commission of Human Rights and Good Governance and selected civil society organizations, including the Zanzibar Women Lawyers Association as partners identified under Output 3.

Project Management

The Project will be implemented in Dar es Salaam and Zanzibar, and, budget permitting, in pilot regions of the country which will be selected in partnership with the IPs, in line also with the key findings and recommendations of the criminal justice baseline assessment and the legal aid baseline assessment. The Project shall also be able to consider the government's plans to move to Dodoma and adjust to it accordingly. UNDP Tanzania in mainland and Zanzibar, the Ministry of Constitutional and Legal Affairs, the Commission for Human Rights and Good Governance and the President's Office of Constitution, Legal Affairs, Public Service and Good Governance shall make office space available for the project team.

Coordination of this Project's activities and outputs with those of other IPs of the Project will be ensured through the Project Board and ad hoc monthly coordination mechanisms that include the parties responsible for each respective output and other relevant stakeholders. Coordination with other UNDP and UN projects (i.e. – support to National Assembly, Support to Preventing and Countering Violent Extremism) will be done by the Governance Team of the UNDP CO.

The Project will be subject to the internal HACT assurance processes and external audit by the National Audit Office as provided for in the UNDP financial rules and regulations.

V. RESULTS FRAMEWORK⁶⁹

<p>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: National governance is more effective, transparent, accountable and inclusive (UNDAP II)</p>									
<p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: % of population in selected districts who express confidence in the ability of the police and judiciary to deal effectively with cases of violence against women and children Baseline: 2015 data Target: 20%</p>									
<p>Indicator 2.1: Number of women in 28 targeted districts bringing their cases to the formal justice system. Baseline: TBD</p>									
<p>Indicator 2.2: Number of unresolved cases in lower courts Baseline: 63,773 Target: 10,000</p>									
<p>Indicator 2.3: % of reports submitted on time to UPR, treaty bodies and special procedures. Baseline: 30% Target: 70%</p>									
<p>Applicable Output(s) from the UNDP Strategic Plan: Citizen expectations for voice, development; the rule of law and accountability are met by stronger systems of democratic governance (Outcome 2, UNDP Strategic Plan 2014-2017)</p>									
<p>Project title and Atlas Project Number: Strengthening access to justice and human rights protection in Tanzania</p>									
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	

⁶⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<p>Output 1: Justice sector coordination and data management enhanced for a more inclusive, accountable and evidence-based policy and law making processes</p>	<p>Pre-trial detention population (as % of total)</p> <p># of criminal justice sector policies, plans, actions and laws informed by data analysis and public consultation inclusive of women and vulnerable groups</p>	<p>-MoCLA and DPP records</p> <p>-TPs statistics</p> <p>UPR 2016</p>	<p>-Lack of data on criminal justice</p> <p>-Lack of data on % of people on remand in pre-trial detention (around 50%)</p> <p>-Limited coordination in the sector</p> <p>- NCJF & JSF do not meet regularly to discuss policy initiatives in the criminal justice sector</p> <p>- Total number of inmates is 32,751 (1282 women; 222 children) but prison capacity is 29,552.</p> <p>- Many prisons overcrowded, e.g. Mwanza region (capacity =1743 inmates, but 3548 detained); in Dar es Salaam region (capacity=3,300 but 4359 detained)</p> <p>- 50% of all prisoners are in custody awaiting trial (16,551)</p> <p>-Women and other vulnerable groups do not benefit from legal aid, particularly in criminal proceedings</p> <p>-Slow disposal case and large backlogs (63,773 in lower courts)</p>	<p># & % of gender-sensitive policy, plans, actions and law making progresses in the criminal justice sector which are informed by available evidence, public consultation and increased coordination in the sector</p> <p>-15% decrease of pre-trial detention population</p> <p>-30 % improvement of perceptions on criminal justice sector</p>	<p>-MoCLA, PCCLPSSGG & DPP & TPS records</p> <p>-Policies, plans and laws adopted</p> <p>-Perception surveys</p> <p>- Minutes of meetings of NCJF & JSF</p> <p>-Minutes of meetings Zanzibar coordination committee</p>
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1.1	Output Evidence generation and data collection on criminal justice delivery introduced and enhanced, particularly in respect of women, children and other vulnerable groups	1.1.1 # of data base established and used for data collection and evidence generation on justice delivery 1.1.2 # of justice sector institutions with gender, age, geographical locations, vulnerability, etc. disaggregated M&E systems in place 1.1.3 # of policies, plans, laws, actions, informed by data analysis adopted for improving the criminal justice sector 1.1.4 Baseline assessment completed and shared	MoCLA, DPP, TPS, records	To be determined after baseline assessment completed No M&E system in place No Electronic database No progress reports disseminated on justice issues Limited coordinated and systematic collection of data and analysis for planning and M&E	<p>Target Year 1:</p> <ul style="list-style-type: none"> -M&E system developed for MoCLA, DPP, TPS, PCCLPSGG -Baseline assessment of the criminal justice sector conducted and published -Electronic database established at selected institutions <p>Target Year 2:</p> <ul style="list-style-type: none"> -National M&E system in place in selected justice institutions -Progress reports disseminated on key justice issues -Gender recommendations mainstreamed in policy documents and actions taken <p>Target Year 3:</p> <ul style="list-style-type: none"> -Criminal justice sector policies, laws, actions, plans, etc. adopted on criminal justice sector informed by data analysis -Progress reports disseminated on key justice issues -Gender recommendations mainstreamed in policy documents and actions taken <p>Target Year 4:</p> <ul style="list-style-type: none"> -Criminal justice sector policies, laws, actions, plans, etc. adopted on criminal justice sector informed by data analysis and gender issues -Progress reports disseminated on key justice issues -Gender recommendations mainstreamed in policy documents and actions taken 	MoCLA and justice institutions records TPS statistics TPF statistics Mid-term & final evaluation UNDP PCCLPSGG records
		3 database covering key justice institutions National M&E in place for 3 institutions 75% of policies, plans, actions and laws adopted for improving the criminal justice sector are informed by gender-sensitive data collection	Progress reports			

<p>1.2 Output Coordination, and collaboration technical cooperation between justice and security sector institutions strengthened to inform policy and increase access to justice</p>	<p>1.2.1 # of NCJF meetings held 1.2.2 NCJF secretariat established 1.2.3 # of thematic experts' working groups established 1.2.4 # of thematic experts' working groups meetings held 1.2.5 # of actions taken by the NCJF 1.2.6 Implementation rate of NCJF action points 1.2.7 # pilot NCJF initiatives integrated in institutional practice and/or roll out in selected regions 1.2.8 # of coordination meetings held in Zanzibar 1.2.9 implementation rate of action points in Zanzibar 1.2.10 % of people released from prison as result of NCJF actions 1.2.11 # of criminal justice conference</p>	<p>NCJF, DPP, MoCLA, TPS, TPF, records</p>	<p>No clear or systematic coordination for consultative policy development in the criminal justice sector No regular schedule for NCJF No regular schedule for thematic experts' groups meetings No regular schedule for Zanzibar coordination mechanism No regular follow up on action points by NCJF No data on remand status in prison but perception gives high numbers in re-trial detention</p>	<p>Target Year 1: -SOPs and protocols for NCJF meetings developed -NCJF meetings held -Secretariat established in MoCLA fully staff with clear TORs -Zanzibar coordination mechanism operationalized with SOPs and protocols -2 meetings of Zanzibar coordination mechanism -2 meetings of thematic expert's groups Target Year 2: -National conference on criminal justice held -3 NCJF meetings held -3 meetings of thematic expert's groups -2 policy, actions or plan recommendations for improving criminal justice and/or for scale up/replication implemented -Study tour held on justice coordination Target Year 3: -National conference on criminal justice held -Quarterly meetings of NCJF -4 meetings of thematic expert's groups -2 policy, actions or plan recommendations for improving criminal justice and/or for scale up/replication implemented Target Year 4: -National conference on criminal justice held -Quarterly meetings of NCJF -4 meetings of thematic expert's groups -2 policy, actions or plan recommendations for improving criminal justice and/or for scale up/replication implemented</p>	<p>-6 policy, actions or plan recommendations for improving criminal justice and/or for scale up/replication implemented -NCJF meetings convened each quarter -NCJF thematic experts' groups' convened each quarter -75% of policies, plans, actions and laws adopted to improve the criminal justice sector are the result of joint planning and increased coordination -# of people released from prison as result of policy and actions taken</p>	<p>NCJF records MoCLA, POCLPSGG, TPS, TPF and DPP statistics Minutes of meetings of NCJF Minutes of meetings of thematic experts' groups Minutes of meetings of regional coordination mechanisms Laws, actions and policies adopted Minutes of meetings of Zanzibar coordination mechanism</p>
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<p>Output 1.3 Increased capacities for accountability and oversight of criminal justice institutions including more public access to information on justice sector progress and participation in decision-making processes</p>	<p># of complaints mechanism established # of inspections visits held to prisons and police holding cells # of research conducted on criminal justice # of perception survey conducted # meetings of JSF # reports disseminated after inspection visits # of JSF policy recommendations endorsed by NCJF</p>	<p>MoCLA records, JSF records and policy papers</p> <p>No minutes of meetings of JSF</p> <p>No clear or systematic coordination by civil society for advisory policy development in the criminal justice sector</p> <p>No regular schedule for JSF</p> <p>No complaint mechanism well established at MoCLA and TPS</p> <p>No systematic system in place for inspection in prison and places of detention</p>	<p>Target Year 1: -3 meetings held of JSF -Information sharing and protocols developed to link with NCJF -1 research conducted on criminal justice issue -1 perception survey conducted in selected area -At least 1 policy recommendation produced and substantiated by policy paper -1 complaint mechanism established at TPS -1 complaint mechanism established at MoCLA -2 inspection visits conducted in selected areas -2 reports produced and disseminated of inspection visits</p> <p>Target Year 2: -3 meetings held of JSF -1 research conducted on criminal justice issue -1 perception survey conducted in selected area -At least 1 policy recommendation produced and substantiated by policy paper -3 inspection visits conducted in selected areas -2 reports produced and disseminated of inspection visits</p> <p>Target Year 3&4: -4 meetings held of JSF -1 research conducted on criminal justice issue -1 perception survey conducted in selected area -At least 1 policy recommendation produced and substantiated by policy paper 3 inspection visits conducted in selected areas 3 reports produced and disseminated of inspection visits</p>	<p>-% increase of number of complainants -quarterly inspection visits to places of detention in selected areas -regular reports made available to public on inspection -quarterly meeting of JSF -50% policy recommendations by JSF endorsed by NCJS for policy development and/or actions -% improvement of perceptions on criminal justice sector</p>	<p>SOPS and protocols developed for coordination</p>
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<p>Output 2: Women and other vulnerable groups enjoy enhanced access to justice and are empowered to demand respect for their rights</p>	<p>Legal Aid Act revised and enacted Legal aid policy guidelines developed and adopted % increase in legal awareness, legal assistance and legal aid services # of cases resolved through legal aid in prison and police stations # of women and children assisted with legal aid services # of lawyers contacted in the BA for pro bono representation, and # of cases represented</p>	<p>MoCLA records Legal Aid Bill Legal aid providers' records TLS records UPR 2016 CEDAW Committee CRC Committee</p>	<p>Limited number of individuals have access to legal aid services No adequate normative framework on legal aid in place for protection of women and other vulnerable groups Inefficient pro-bono system Though data are not available, perceptions that around 95% of people in prison have not been legally represented Women and other vulnerable groups do not benefit from legal aid, particularly in criminal proceedings Limited public legal information campaign The current population is 32,751 about 10% over capacity across the country</p>	<p>Legal Aid ACT approved Legal Aid Policy framework developed Agreement on action plan for future state-funded legal aid system 10% increase in number of pro-bono cases 20% increase in number of prisoners assisted in selected areas 20% increase of women, children and other vulnerable groups represented by lawyers for criminal cases in selected areas, including in prisons At least 50% increased knowledge of legal aid service available from a baseline data</p>	<p>Legal aid providers' records Legal Aid Act Legal Aid Policy TPS data DPP data MoCLA records</p>
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<p>Output framework legal developed improved access in criminal justice system increased legal protection of women and other vulnerable groups</p>	<p># of legal aid policy/ guideline for legal aid developed.</p>	<p>Legal Aid Bill UPR 2016</p>	<p>Legal Aid Bill not yet approved Normative framework on legal aid, including in criminal proceedings, is inadequate No state-funded legal aid system Women and other vulnerable groups do not benefit from legal aid, particularly in criminal proceedings</p>	<p>Target Year 1: -1 technical discussion held for parliamentary debates on Legal Aid Bill - Legal Aid Act approved & disseminated -Draft code of conduct for service providers -2 consultations held on legal aid framework -Guidelines for access of legal aid providers to prisons and places of detention developed and approved Target Year 2: - Draft legal aid policy guidelines prepared - Code of conduct for service providers approved and disseminated -2 consultations held on legal aid framework. -Policy guidelines and code of conduct disseminated Target Year 3: -Policy guidelines approved -2 consultations held on legal aid framework Target Year 4 -Comprehensive policy on legal aid developed, including in criminal proceedings, approved and disseminated -Action plan for a state funded legal aid system developed</p>	<p>Legal Aid Act revised and enacted Legal aid policy guidelines developed and adopted & disseminated Action plan for a state funded legal aid system approved</p>	<p>Legal aid policy Legal aid guidelines Legal aid code of conduct MoCLA records TLS records Minutes of legal aid meetings Mid-term & final evaluation UNDP</p>
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<p>Output 2.2 Legal aid oversight and coordination mechanisms strengthened for better quality service delivery and appropriate referral systems</p>	<p>#of legal aid coordination mechanisms held</p> <p>Legal Aid Body established</p> <p>Legal Aid Hotline established</p> <p># of clients seeking assistance through national legal aid hotline</p> <p># of research held</p> <p>Study on ADR conducted</p> <p># of women, children and vulnerable groups cases referred to legal aid partners</p>	<p>MoCLA records</p>	<p>Limited coordination in the legal aid sector</p> <p>No national legal aid hotline in place across the country</p>	<p>Target Year 1:</p> <ul style="list-style-type: none"> -Current Legal Aid Department operational -Legal aid baseline assessment conducted and disseminated - Legal aid coordination mechanism established and at least 3 zonal meetings held - National legal aid database developed -Agreement on national legal aid hotline. -Technical discussion held on accreditation of paralegal curriculum. <p>Target Year 2:</p> <ul style="list-style-type: none"> -M&E system on legal aid fully operational -National legal aid hotline established and disseminated -5 zonal coordination meetings held on legal aid -Paralegal curriculum accredited at law school <p>Target Year 3:</p> <ul style="list-style-type: none"> -Legal Aid Body established and fully operational, with staffing, equipment and clear TORs -Study on ADR conducted and disseminated - 5 zonal coordination meetings on legal aid held - Data on legal aid collected and progress reports prepared and disseminated - 1 research on specific legal aid issue conducted and disseminated - National legal aid hotline operational <p>Target Year 4:</p> <ul style="list-style-type: none"> - 5 zonal coordination meetings on legal aid held - Data on legal aid collected and progress reports prepared and disseminated - 1 research on specific legal aid issue conducted and disseminated - National legal aid hotline operational with increase number of clients requesting assistance. 	<p>Legal Aid Body established at MoCLA and fully operational</p> <p>National Legal Aid Hotline established and fully operational</p> <p>30% increase # of clients of national legal aid hotline</p> <p>Paralegal curriculum accredited at Law School</p> <p>20% increase in number of women and other vulnerable groups cases referred and assisted by legal aid partners</p>	<p>MoCLA records</p> <p>Legal Aid Body records</p> <p>Minutes of meetings of zonal meetings</p> <p>ADR study</p> <p>3 Research on legal aid issues</p> <p>Records from national legal aid hotline</p> <p>Progress reports on legal aid</p> <p>Records form legal aid partners</p> <p>Mid-term & final evaluation UNDP</p>
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<p>Output 2.3 Availability of legal aid schemes for women, children and vulnerable persons involved in criminal proceedings increased</p>	<p># of women, girls, and other vulnerable groups benefiting from legal information, counselling and/or representation for criminal cases</p> <p># of MoUs between MoCLA, TPS, TPF and legal aid providers</p> <p># of technical consultations on legal aid held</p> <p># of lawyers contacted in the BA for pro bono representation, and # of cases represented</p> <p># of inmates assisted in prison and police stations in selected areas</p> <p>% increase of number of women, children and other vulnerable groups provided with legal aid in selected areas, including prisons and police stations</p> <p># of inspection visits to prisons and police holding cells</p> <p># of legal aid desks established</p> <p>Legal Clinic established</p>	<p>TPS data</p> <p>MoCLA records</p> <p>DPP records</p> <p>TLS records and statute</p> <p>UPR 2016</p>	<p>Limited number of individuals have access to legal aid services in prisons and police holding cells</p> <p>No regular inspection visits by civil society to prison and places of detention</p> <p>1 pro-bono case per year per lawyer currently requested by TLS</p> <p>No legal clinic established at Law Faculty</p> <p>Women and other vulnerable groups do not benefit from legal aid, particularly in criminal proceedings</p>	<p>Target Year 1:</p> <ul style="list-style-type: none"> -3 technical consultations held on legal aid in criminal proceedings -MoUs entered between MoCLA and TPS, TPF and legal aid providers for access to prisons and police stations - Women lawyers associations contracted in Mainland and Zanzibar to provide legal aid in selected areas - Inspection visits in selected areas started -3 technical discussion held on establishment of legal clinic -Contract entered with TLS to revise pro-bono system and provide legal aid <p>Target Year 2:</p> <ul style="list-style-type: none"> -Legal aid is provided in selected prisons and police stations - Legal aid desks established in selected areas -Inspection visits system is rolled out in selected areas - first draft revised pro-bono system produced - Action plan for legal clinic establishment produced <p>Target Year 3:</p> <ul style="list-style-type: none"> -Legal clinic established and operational at Law School -Legal Aid desks fully operational in selected areas -10% increase in number of legal aid clients assisted by legal aid clients -New pro-bono system adopted by TLS <p>Target Year 4:</p> <ul style="list-style-type: none"> -15 % increase in number of clients, including women and children, assisted by legal aid clients in selected areas, including prisons - 5 % increase in number of pro-bono clients 	<p>Revised pro-bono system in place and operational</p> <p>20% increase in number of prisoners assisted in selected areas</p> <p>20% increase of women and children represented by lawyers for criminal cases in selected areas</p> <p>10% increase in number of pro-bono cases</p>	<p>MoCLA records</p> <p>MoUs between MoCLA and partners</p> <p>Records of legal aid providers</p> <p>TPS data</p> <p>TLS records</p> <p>Mid-term & final evaluation UNDP</p>
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<p>Output 2.4 Women and vulnerable groups are more aware of their rights and empowered to demand equitable legal services</p>	<p># of awareness sessions held # Initiatives supported during the legal aid week % increase of knowledge among women and other vulnerable groups assessed in selected areas % increase of knowledge among law enforcement in selected areas National legal aid conference held</p>	<p>CSOs records UPR 2016</p>	<p>Limited public information available to vulnerable groups on legal aid and rights Limited knowledge among law enforcement agencies and legal actors on legal aid and legal rights</p>	<p>Target Year 1: -Awareness raising materials developed by CSOs and MoCLA -4 Coordination meetings held between supported CSOs -Financial and technical support provided to partners for legal aid week -Trainings sessions on legal aid for justice and law enforcement agencies held in pilot areas of work Target Year 2: -Awareness raising campaign under regular implementation -4 Coordination meetings held between supported CSOs -Financial and technical support provided to partners for legal aid week -Trainings sessions on legal aid for justice and law enforcement agencies held in pilot areas of work -20 % improved in assessed knowledge in selected areas - Legal aid conference held Target Year 3: - Awareness raising campaign under regular implementation -4 Coordination meetings held between supported CSOs -Financial and technical support provided to partners for legal aid week -Trainings sessions on legal aid for justice and law enforcement agencies held in pilot areas of work - 30 % improved in assessed knowledge in selected areas Target Year 4: -Trainings sessions on legal aid for justice and law enforcement agencies held in pilot areas of work - 40 % improved in assessed knowledge in selected areas</p>	<p>Awareness raising campaign developed and implemented nationally and in selected areas At least 50% increased knowledge of legal aid service available from a baseline data</p>	<p>CSOs records Legal Aid week report Legal aid conference report Legal awareness material developed Training sessions reports Knowledge surveys Mid-term & final evaluation UNDP</p>
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<p>Output 3: Strengthened role of national authorities and civil society in the promotion and protection of human rights and women access to justice</p>	<p>% of reports submitted on time to UPR, treaty bodies and special procedures</p> <p>% of Universal Periodic Review (UPR) recommendations fully implemented by the Government of Tanzania.</p>	<p>UPR 2016 AGC Records CRAGG records Annual human rights reports of CSOs CEDAW Committee CRC Committee NHRAP</p>	<p>Baseline: 30% of reports submitted on time to UPR, treaty bodies and special procedures</p> <p>Limited coordination between AGC, CHRAGG and civil society organizations on UPR monitoring</p> <p>Discriminatory traditional judicial mechanisms against women</p>	<p>70 % of reports submitted on time to UPR, treaty bodies and special procedures</p> <p>% 50 of Universal Periodic Review (UPR) recommendations fully implemented by the Government of Tanzania</p>	<p>UPR AGC reports CHRAGG reports Annual human rights reports of CSOs Treaty bodies reports & national reports</p>
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<p>Output 3.1 Improved capacity of the Attorney General Chamber to coordinate, monitor and report on human rights and follow up of implementation of UPR and Treaty Bodies recommendations</p>	<p>% of reports submitted on time to UPR, treaty bodies and special procedures</p> <p># number of reports prepared by the AGC</p> <p># of meetings held with CSOs and government institutions</p>	<p>UPR 2016 AGC records</p> <p>CHRAGG records</p> <p>CHRAGG evaluation 2016</p> <p>UNDP human rights project evaluation 2016</p>	<p>Baseline: 30% of reports submitted on time to UPR, treaty bodies and special procedures</p> <p>Reports delayed for submission to Treaty bodies, including International Covenant on Civil and Political Rights, the International Convention on the Rights of Persons with Disabilities, the International Covenant on the Elimination of Racial Discrimination and the African Charter on Human Rights and people's Rights</p>	<p>Target Year 1:</p> <ul style="list-style-type: none"> # interactions and coordination meetings on the implementation of UPR and other Treaty Bodies # validation meetings with non-state actors for follow up on UPR and other Treaty Bodies processes -Progress report on UPR and Treaty Bodies prepared and disseminated -Consultation and data collection for final evaluation of NHRAP -Consultations for development of new NHRAP 2018-2022 and related initiatives for preparation of the plan -# of human rights treaties and documents translated and disseminated <p>Target Year2:</p> <ul style="list-style-type: none"> -Final evaluation of NHRAP completed -National human rights indicators developed -New NHRAP 2018-2022 developed and widely disseminated -# of human rights treaties and documents translated and disseminated -Development of induction package on the new NHRAP and international human rights manual, including publishing and dissemination -Training on human rights and business for CHRAGG staff conducted in partnership with African NHRI # interactions and coordination meetings on the implementation of UPR and other Treaty Bodies # validation meetings with non-state actors for follow up on UPR and other Treaty Bodies processes # of national reports submitted on time to UPR, treaty bodies and special procedures and published #training on human rights issues for civil servants - Electronic library developed and docs uploaded <p>Target Year 3 &4:</p> <ul style="list-style-type: none"> # interactions and coordination meetings on the implementation of UPR and other Treaty Bodies # validation meetings with non-state actors for follow up on UPR and other Treaty Bodies processes -Development and publishing of human rights treaty manual (Year 3) # of national reports submitted on time to UPR, treaty bodies and special procedures and published #training on human rights issues for civil servants 	<p>70 % of reports submitted on time to UPR, treaty bodies and special procedures</p> <p>NHRAP 2018-2022 adopted</p> <p>Human Rights Treaty Manual Developed</p> <p>100 laws translated from English to Swahili by 2019</p> <p>Quarterly inspections to prisons and police stations</p> <p>Establishment of AGC human rights electronic library</p> <p>At least 50 meetings held within government and with non-state actors for follow up on UPR and other Treaty Bodies processes</p>	<p>UPR</p> <p>AGC reports</p> <p>CHRAGG reports</p> <p>Annual human rights reports of CSOs</p> <p>Treaty bodies reports & national reports</p> <p>Mid-term & final evaluation UNDP</p>
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<p>Output Institutional effectiveness & efficiency of CHRAGG improved in priority thematic areas</p>	<p>3.2</p>	<p>5 years' strategy plan adopted # of inspection visits to prisons and police stations and published reports # of specific initiatives conducted in Dodoma and Zanzibar to support human rights agenda # of trainings conducted for staff # of progress reports of CHRAGG activities disseminated M&E system finalized</p>	<p>UPR 2016 CHRAGG records Annual human rights reports CHRAGG evaluation 2016 UNDP human rights project evaluation 2016</p>	<p>Limited institutional capacity of CHRAGG and perception of non-effectiveness and independence among public CHRAGG has no strategic plan No systematic inspection to prisons and police stations Limited effectiveness of institutional M&E framework Limited knowledge of CHRAGG staff on new emerging human rights issues Limited institutional and operational capacity of Zanzibar branch CHRAGG has no branch in Dodoma, where the Parliament seats CHRAGG annual report on human rights delayed CHRAGG need to focus on a number of priority high-impact, high-stakes and high-visibility operational areas</p>	<p>Target Year 1: - 5 years' strategy plan developed and endorsed - A plan for revision of M&E system developed - Dodoma branch established, fully staffed and operational - A system for regular inspection of prisons and police stations in selected areas established - Planning & Coordination Unit establishment and capacity building plan devised - 3 consultation meetings held and thematic areas identified for specific CHRAGG focus - Zanzibar branch to start consultations on the development of a NHRAP specific to local context - Training plan developed for staff Target Year 2: - Inspections visits to prison and police stations conducted on quarterly basis and findings reports published and disseminated to the public - Planning & Coordination Unit in place with staff, clear TORs to execute mandate - # of specific initiatives conducted by Dodoma and Zanzibar branch for human rights protection and promotion, including parliamentary-related debates and discussions - M&E revised and new framework adopted, including NGOs assistance for data collection and monitoring - CHRAGG progress reports prepared and made available to public on quarterly basis - Training on human rights and business for CHRAGG staff conducted in partnership with African NHRI Target Year 3 & 4: - Inspections visits to prison and police stations conducted on quarterly basis and findings reports published and disseminated to the public - # of specific initiatives conducted by Dodoma and Zanzibar branch for human rights protection and promotion, including parliamentary-related debates and discussions - CHRAGG progress reports prepared and made available to public on quarterly basis - Regular data collection on human rights issues and business data - Progress reports on human rights and business data collection and analysis of issues</p>	<p>Capacity of CHRAGG improved Dodoma and Zanzibar branches empowered for promotion of human rights' agenda Planning & Coordination Unit fully operational and effective Regular monitoring mechanism for police and prisons established and effective Quarterly reports on inspections visits made available to public Regular data collection on human rights issues 70 % of reports submitted on time to UPR, treaty bodies and special procedures</p>	<p>UPR CHRAGG records CHRAGG Strategic planning CHRAGG website & database CHRAGG thematic areas reports Mid-term & final evaluation UNDP</p>
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<p>3.3 Output Partnership coordination between CHRAGG and civil society organizations strengthened for improved monitoring, data collection, reporting, and advocacy on NHRAP</p>	<p># of meetings with CSOs on NHRAP and UPR # of inspections visits to prisons and police stations New NHRAP 2018-2022 developed New NHRAP 2018-2022 for Zanzibar developed Revised M&E framework established and operational Human rights database for Zanzibar developed Dodoma branch established and operational # of follow up investigation on human rights issues</p>	<p>UPR 2016 CHRAGG records Annual human rights reports CHRAGG evaluation 2016 UNDP human rights project evaluation 2016</p>	<p>Limited interface and coordination between the CHRAGG and civil society MoUs with CSOS not renewed M&E framework on human rights presents limitations for data collection and analysis, including triangulation of data. No regular meetings with donors Limited capacity for human rights issues analysis including follow up on UPR CHRAGG need to focus on a number of priority high-impact, high-stakes and high-visibility operational areas CHRAGG lacks clear communication strategy and visibility and perceived not effective as human rights champion</p>	<p>Target Year 1: -Stakeholders engagement strategy developed -Quarterly coordination meetings with CSOs on NHRAP and UPR follow up in Dar and selected regions, including Zanzibar -Revision of M&E system and reporting -# of MoUs with CSOs for joint data collection, reporting and advocacy - # of technical consultations to develop Zanzibar context specific NHRAP 2018-2022 -Human rights database developed for Zanzibar - Evaluation of NHRAP completed -A # of technical consultations for developing new NHRAP 2018-2022 Target Year 2: -Regular data collection, M&E and quarterly progress reports available to public, including priority thematic areas -Human rights action plan developed for Zanzibar and aligned with new NHRAP 2018-2022 -Quarterly coordination meetings with CSOs on NHRAP and UPR follow up in Dar and selected regions, including Zanzibar -A # of technical consultations for developing new NHRAP 2018-2022 -New NHRAP 2018-2022 adopted -New Zanzibar NHRAP 2018-2022 adopted -Quarterly inspections visits to prisons and places of detention and reports disseminated Target Year 3 & 4: -Quarterly inspections visits to prisons and places of detention and reports disseminated -Quarterly coordination meetings with CSOs on NHRAP and UPR follow up in Dar and selected regions, including Zanzibar -Regular data collection, M&E and quarterly progress reports available to public, including priority thematic areas -# of MoUs with CSOs for joint data collection, reporting and advocacy -Mid-term evaluation of NHRAP 2018-2022 and dissemination (Year 4) - # of follow up investigation on human rights issues</p>	<p>70 % of reports submitted on time to UPR, treaty bodies and special procedures Regular monitoring mechanism for police and prisons established and effective Quarterly reports on inspections visits made available to public Regular data collection on human rights issues Quarterly coordination meetings with CSOs Quarterly progress reports available to public, including priority thematic areas</p>	<p>UPR CHRAGG records CHRAGG Strategic planning CHRAGG thematic areas reports CHRAGG website & database CSOs reports Minutes of coordination meetings Mid-term & final evaluation UNDP New NHRAP 2018-2022 New NHRAP 2018-2022 Zanzibar Mid-term evaluation of NHRAP 2018-2022</p>
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<p>Output National human rights dialogue, public education and awareness on the rights of women and other vulnerable groups and in prioritized thematic areas promoted</p>	<p># of advocacy events conducted in partnership with CSOs on women and vulnerable groups issues and other priority thematic areas Annual human rights reports published # of research and policy papers on priority thematic areas, publishing & dissemination Electronic human rights database and website developed at CHRAGG # of ToT conducted for secondary school teachers</p>	<p>UPR 2016 CHRAGG records CSOs report Annual human rights reports CHRAGG evaluation 2016 UNDP human rights project evaluation 2016</p>	<p>Discriminatory traditional judicial mechanisms against women Limited # of events and thematic forums on specific human rights issues, gathering relevant CSO and CBO stakeholders CHRAGG need to focus on a number of priority high-impact, high-stakes and high-visibility operational areas CHRAGG lacks clear communication strategy and visibility and perceived not effective as human rights champion</p>	<p>Target Year 1: -Development of communication and visibility strategy for CHRAGG -CHRAGG website developed and updated - # of advocacy & awareness events & forums on women, vulnerable groups and on priority thematic issues - # of research and policy papers on priority thematic areas, publishing & dissemination - Study on women access to justice in Zanibar - Preparation and publishing of CHRAGG annual human rights report - 3 ToT sessions for schools' teachers for establishing new human rights clubs in schools Target Year 2: -Development of electronic database to stock human rights materials - # of research and policy papers on priority thematic areas, publishing & dissemination -Preparation and publishing of CHRAGG annual human rights report - # of advocacy & awareness events & forums on women, vulnerable groups and on priority thematic issues - 3 ToT sessions for schools' teachers for establishing new human rights clubs in schools Target Year 3 & 4: - # of research and policy papers on priority thematic areas, publishing & dissemination -Preparation and publishing of CHRAGG annual human rights report - # of advocacy & awareness events & forums on women, vulnerable groups and on priority thematic issues - 3 ToT sessions for schools' teachers for establishing new human rights clubs in schools (Year 3) -Study on human rights and business (Year 3) -Assessment of customary judicial mechanisms and justice for women and vulnerable groups (Year 4)</p>	<p>70 % of reports submitted on time to UPR, treaty bodies and special procedures. CHRAGG Annual Rights Human report published & widely disseminated 10 advocacy events held on women issues and other priority thematic areas ToT secondary school teachers completed 5 research study completed</p>	<p>UPR CHRAGG records CHRAGG Strategic planning CHRAGG thematic areas reports Study on women A2J Study on human rights & business CHRAGG website & database Reports of awareness raising events ToT training reports</p>
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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project, including official and administrative data on performance of legal aid and criminal justice sector (prison, legal aid clients, police, remand, prosecution & conviction rates, etc.).	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make	Internal review of data and evidence from all	At least annually	Performance data, risks, lessons		

Course Corrections	monitoring actions to inform decision making.			and quality will be discussed by the project board and used to make course corrections.	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Twice a year		Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	
Mid-Term and Final Project Evaluation	A Mid-term Evaluation will be conducted to assess progress towards project results of the RRF and provide recommendations. A final Project Evaluation to assess achievement of project results and impact at the outcome-level as articulated in the RRF and to document lessons learned	Mid-term evaluation June 2019 Final evaluation in April 2021		Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	
Strategic plan and IP's progress reports, assessments, publications and research	Developed strategic plans and partners' reports will be provided as a tool to assess performance and achievement of intended results. A number of research and baseline assessments will be commissioned.	Quarterly		Slower than expected progress will be addressed by project management	

VII. MULTI-YEAR WORK PLAN ⁷⁰⁷¹

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1: Justice sector coordination and data management enhanced for a more inclusive, accountable and evidence-based policy and law-making processes									
Output 1.1 Evidence generation and data collection on criminal justice delivery introduced and enhanced, particularly in respect of women, children and other vulnerable groups	1.1.1 Support establishment of national system for data collection and M&E capacity (MoCLA, DPP, Prison)					MoCLA	Contractual service		75,000.00
	1.1.2. Undertake comprehensive baseline assessment of the criminal justice sector					MoCLA	Contractual service, consultants, travel per diem		110,000.00
	1.1.3 Support data management system and establishment of basic electronic databases, and undertake analysis for identification of key issues					MoCLA	Contractual service, software, consultants		135,000.00
	1.1.4 Support the use of electronic and written media to facilitate regular publication of statistics and information on justice sector activities					MoCLA	Publishing, media		90,000.00
	1.1.5 Support regular data collection and analysis for identification of key issues in the criminal justice sector					MoCLA	Regular reporting, printing, travel		70,000.00
	1.1.6 Project technical assistance and direct project costs					UNDP	Personnel costs		80,000.00
Sub – Total for Output 1.1									560,000.00

⁷⁰ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁷¹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Output 1.2 Coordination, collaboration and technical level cooperation between justice and security sector institutions strengthened to inform policy making and increase access to justice	1.2.1 Support internal assessment of NCJF capacity and operations								Meetings, consultant	20,000.00
	1.2.2 Establish NJSC secretariat whose role will be to support the NJSC to implement recommendations and undertake research, monitoring and evaluation of initiatives								Staffing, running costs, stationery, printing, travel, etc.	170,000.00
	1.2.3 Provide training and other forms of support to operationalize the Secretariat to coordinate and monitor implementation of NCJF actions								Trainers fees, venue, stationery	20,000.00
	1.2.4 Support Secretariat to use available data to propose policy reforms to improve criminal justice administrative processes and implement key policy and legislative changes required to improve the sector performance, with a focus on access to justice (prison overcrowding, women in detention, remand status, etc.)								Meetings, stationery	20,000.00
	1.2.5 Provide Secretariat and NCJF with basic equipment (computers, furniture) to improve work-flows								Computers, printers, office tools	20,000.00
	1.2.6 Support development of guidelines and tools for effectiveness of NCJF, including SOP for meetings, information sharing protocols between justice institutions, etc.								Consultants, meetings	20,000.00
	1.2.7 Provide technical and logistical support to formation of NCJF experts' working groups								Meetings, stationery, follow up, travel	30,000.00
	1.2.8 Provide technical expertise and training to NCJF working groups on selected priority areas, (e.g. non-custodial sentencing, legal aid, plea bargaining, etc.).								Trainers fees, workshop, venue, stationery	20,000.00
	1.2.9 Support for meetings of NCJF and working groups								Meetings, stationery, printing, facilitator	30,000.00
	1.2.10 Support for national conference on criminal justice								3 seminars/ conference, venue, facilitators, travel per diem, stationery, publishing, etc.	60,000.00

1.3 Increased capacities for monitoring and oversight of justice sector institutions including more public access to information on justice sector progress and participation in decision-making processes.	1.2.11 Identify geographical pilot areas and conduct assessments for improvement of delivery of criminal justice								Ad hoc assessments, consultant	80,000.00	
	1.2.12 Support to pilot identified low cost initiatives in selected regions								Travel, meetings	50,000.00	
	1.2.13 Support measures to improve coordination between national and regional and/or in selected regions								Meetings in selected areas, travel costs, consultants	50,000.00	
	1.2.14 Support the establishment and operationalization of a basic justice sector coordination mechanism in Zanzibar								Meetings, consultants, travel	20,000.00	
	1.2.15 Support to quarterly meetings of the Zanzibar coordination mechanism and follow up actions								Meetings, stationery, printing, travel	40,000.00	
	1.2.16 Study tour for Tanzania (mainland) and Zanzibar to build capacity on justice sector coordination								Tickets, per diem, etc.	60,000.00	
	1.2.17 Project technical assistance and direct costs								Personnel costs	80,000.00	
	Sub-Total for Output 1.2										790,000.00
	1.3.1 Support regular meetings of JSF									Meetings, stationery	20,000.00
	1.3.2 Support development of information sharing protocol and reporting through the NCJF and the JSF									Consultant, meetings	10,000.00
1.3.3 Support research and study for the criminal justice sector on identified JSF thematic areas (prison, remand, legal aid, etc.)									Consultants	80,000.00	
1.3.4 Support JSF to conduct perception surveys and other data gathering exercises to monitor qualitative progress in the sector									Contractual services	50,000.00	
1.3.5 Support JSF to publish and disseminate recommendations for reforms in criminal justice sector									Printing, publishing, media, meetings	30,000.00	
1.3.6 Support the establishment of complaint mechanisms in national institutions (MoCLA, TPS), including review of law and regulations									Guidelines, service providers charges, etc.	120,000.00	
1.3.7 Support to joint inspection visits to prisons and police holding cells									Travel, per diem	50,000.00	

	1.3.8 Support dissemination of findings among institutions and public of inspection visits								MoCLA		Printing, media	50,000.00
	1.3.9 project direct costs and technical assistance								UNDP		Personnel costs	80,000.00
	Sub-Total for Output 1.3											490,000.00
	Sub-Total for Output 1											1,840,000.00
	Output 2: Women and other vulnerable groups enjoy enhanced access to justice and are empowered to demand respect for their rights											
Output 2.1 National policy framework on legal aid developed for improved access in criminal justice system and increased legal protection of women and other vulnerable groups	2.1.1 Support MoCLA to hold technical discussions for ad hoc parliamentary debates on Legal Aid Bill								MoCLA		Meeting costs, stationery, travel, printing	20,000.00
	2.1.2 Support dissemination of Legal Aid Act								MoCLA		Publishing costs, awareness materials, training sessions	20,000.00
	2.1.3 Support development of legal aid policy guidelines								MoCLA		Consultants, travel	40,000.00
	2.1.4 Support development of legal aid code of conduct for service providers								MoCLA		Consultants, travel	40,000.00
	2.1.5 Support technical consultations for policy development and on legal aid framework and reform options, including also CSOs								MoCLA		Meetings, venue, stationery, travel	30,000.00
	2.1.6 Support development of guidelines for access of legal aid providers to prisons and places of detention								MoCLA		Consultants, travel	40,000.00
	2.1.7 project technical assistance								UNDP		personnel	80,000.00
	Sub-Total for Output 2.1											270,000.00
Output 2.2 Legal aid sector oversight and coordination mechanisms strengthened for better quality service delivery and appropriate referral systems	2.2.1 Support to MoCLA for effective operationalization of established legal aid body, including running costs and equipment								MoCLA		Running costs, operations, equipment	250,000.00
	2.2.2 Support to conduct a national legal aid baseline assessment								MoCLA		Consultants, per diem, printing & publishing	50,000.00

Output 2.3 Availability of legal aid schemes for women, children and vulnerable persons involved in criminal proceedings increased	2.2.3 Support MoCLA to establish a legal aid coordination mechanism, including zonal meetings								Travel, meetings	60,000.00
	2.2.4 Establishment of national legal aid database at MoCLA								Contractual service, software	40,000.00
	2.2.5 Support establishment of M&E system for regular data collection and monitoring of legal aid issues								Contractual services	50,000.00
	2.2.6 Support to national legal aid hotline								Contractual service, staffing, consultants, running costs, telephone bill, etc.	80,000.00
	2.2.7 Conduct regular research on identified legal aid issues								Consultant, publishing	30,000.00
	2.2.8 Support for study on the use of ADR in Tanzania and further technical discussions on improving use of ADR								Consultant, printing, travel	20,000.00
	2.2.9 Support to activities for accreditation of paralegal curriculum at law schools, including technical consultations								Meetings	20,000.00
	2.2.10 Project technical assistance								personnel	80,000.00
	Sub-Total for Output 2.2									
	680,000.00									
		2.3.1 Support technical consultations on legal aid in criminal proceedings								Meetings, facilitators, etc.
	2.3.2 Technical support for development of MoUs between MoCLA and TPF and TPS on access to legal aid providers to prisons and police stations								Meetings, travel, consultant, dissemination, printing	20,000.00
	2.3.3 Support to legal aid providers for legal aid, including representation and assistance, in selected areas								MGGAs for contractual services	350,000.00

	<p>2.34 Support to women lawyers' association for legal aid and capacity building in Tanzania mainland</p> <p>2.35 Establishment of a system for regular inspection visits of legal aid providers to prisons and police stations</p> <p>2.36 Establishment of legal aid desks in police and prisons of selected regions</p> <p>2.37 Facilitate discussions and agreements between universities, academia and MoCLA, on design of legal clinic initiative</p> <p>2.38 Technical and financial support for establishment of legal clinic at Law School</p> <p>2.39 Development of lessons learned/best practices and a guide for replication at other law schools</p> <p>2.3.10 Support to TLS for improvement of pro-bono system</p> <p>2.3.11 Support to Zanzibar women lawyers' association to provide legal aid and for capacity building</p> <p>2.3.12 project technical assistance</p> <p>Sub-Total for Output 2.3</p>							<p>MoCLA</p> <p>UNDP</p>	<p>MGGAs for contractual services, training, regional partnership with African women lawyers association</p> <p>Travel, meetings, printing & publishing reports</p> <p>Staffing, equipment, stationery, travel</p> <p>Meetings, venue, stationery</p> <p>Equipment, training, meetings, consultant, staffing</p> <p>Printing, meetings</p> <p>Meetings, consultant</p> <p>MGGAs for contractual services</p> <p>Personnel</p>	<p>100,000.00</p> <p>50,000.00</p> <p>45,000.00</p> <p>10,000.00</p> <p>70,000.00</p> <p>15,000.00</p> <p>40,000.00</p> <p>80,000.00</p> <p>80,000.00</p> <p>890,000.00</p> <p>45,000.00</p> <p>65,000.00</p>
<p><i>Output 2.4 Women and vulnerable groups are more aware of their rights and empowered to demand accessible and equitable</i></p>	<p>2.4.1 Dissemination of legal aid information for vulnerable groups and assessment knowledge survey in selected areas</p> <p>2.4.2 Support to CSOs for coordination on legal aid, including in selected regions</p>					<p>MoCLA</p> <p>MoCLA</p>	<p>Printing, publishing, media, etc.</p> <p>Meetings, travel stationery</p>	<p>45,000.00</p> <p>65,000.00</p>		

legal services	2.4.3 Publication of legal aid materials					MoCLA	Preparation publishing &	40,000.00
	2.4.4 Support to legal aid week					MoCLA	Awareness materials	45,000.00
	2.4.5 Awareness raising and training for justice and law enforcement officers on legal aid, vulnerable groups, SGBV issues, etc.					MoCLA	Meetings, facilitators, travel	40,000.00
	2.4.6 Support to a national legal aid conference, including also representatives from Zanzibar					MoCLA	Venue, facilitators, consultant, printing, stationery	45,000.00
	2.4.7 Project technical assistance					UNDP	personnel	80,000.00
	Sub -Total for Output 2.4							360,000.00
	Sub-Total for Output 2							2,200,000.00
Output 3: Strengthened role of national authorities and civil society in the promotion and protection of human rights and women access to justice								
Output 3.1 Improved capacity of the Attorney General Chamber to coordinate, monitor and report on human rights and follow up implementation of UPR and Treaty Bodies recommendations.	3.1.1 Organize interactions and coordination meetings on the implementation of UPR and other Treaty Bodies, including the CEDAW Committee, action plans for concerned government stakeholders at central and local level, including Zanzibar					AGC	Meetings, travel, stationery, reports preparation and printing	50,000.00
	3.1.2 Support to validation meetings with non-state actors for follow up on UPR and other Treaty Bodies processes, including CEDAW Committee					AGC	Meetings, travel, stationery, reports preparation and printing	40,000.00
	3.1.3 Publish the UPR and other Treaty Bodies, including Cedaw Committee, progress report and disseminate widely					AGC	Meetings, consultant	40,000.00
	3.1.4 Support to final evaluation of NHRAP					AGC	Meetings, consultant	40,000.00
	3.1.5 Formulation of NHRAP 2018-2022					AGC	Consultant, meetings, travel	40,000.00

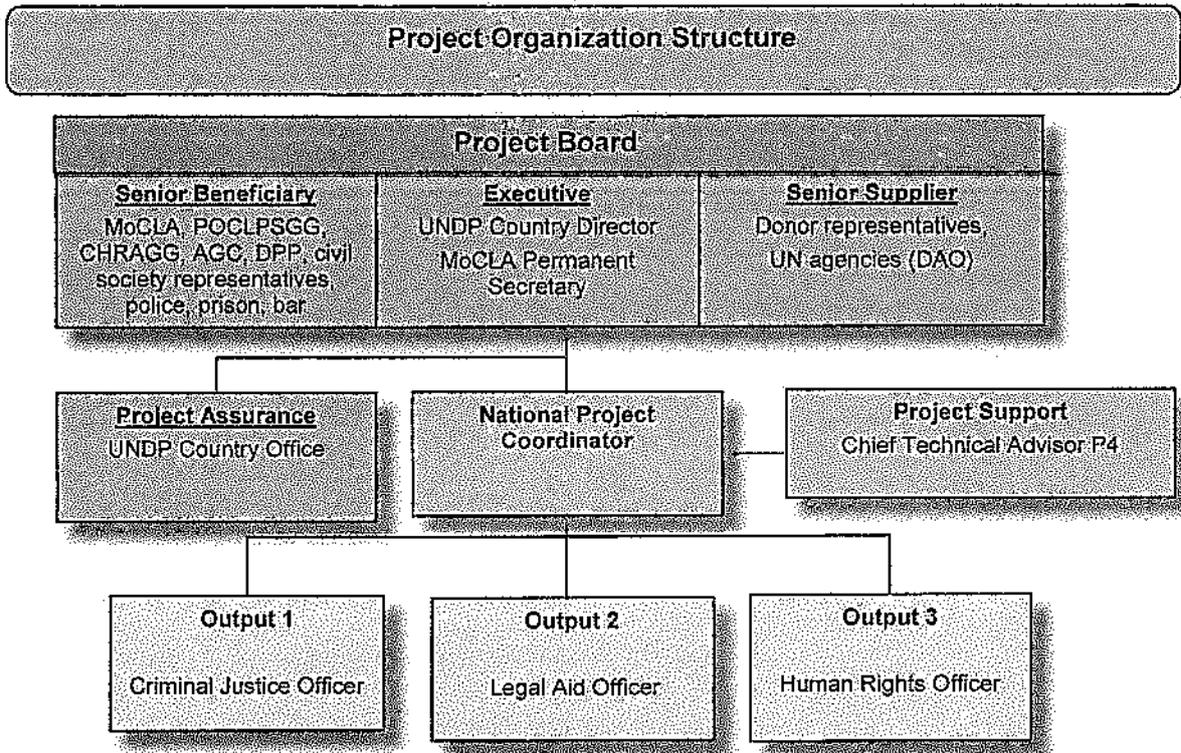
Output 3.2 Institutional effectiveness & efficiency of CHRAGG improved in priority thematic areas	3.1.15 Legal and environmental assessment on the promotion of responsible business practice in line with the UN Guiding Principles: "Protect, Promote and Remedy" Framework on Human Rights and Business and dissemination of findings						AGC	Consultants, reporting, printing, travel	35,000.00	
	3.1.16 Training on ad hoc emerging human rights issues (e.g. human rights & business)						AGC	Trainers, travel, stationery, reports	20,000.00	
	3.1.17 General awareness campaign on UPR and other Treaty Bodies recommendations, including the Cedaw Committee, and on rights of vulnerable groups						AGC	Awareness materials, printing, media, travel	45,000.00	
	3.1.18 Establishment of AGC human rights electronic library						AGC	Contractual services, software, consultants	50,000.00	
	3.1.19 Technical assistance costs						UNDP	Personnel costs	80,000.00	
	Sub-Total for Output 3.1									
									760,000.00	
		3.2.1 Development of five years' strategy plan						CHRAGG	Consultant, meetings	25,000.00
		3.2.2 Support for establishment of Planning & Coordination Unit, including training on planning, M&E, equipment, to improve planning, coordination and promote reform agenda						CHRAGG	Equipment, consultant, training	105,000.00
		3.2.3 Support for the establishment of Dodoma branch						CHRAGG	Running costs, equipment	35,000.00
	3.2.4 Increase operational and programmatic effectiveness of Zanzibar branch						CHRAGG	Equipment, staffing, consultants	80,000.00	
	3.2.5 Support to inspection visits to places of detention and dissemination of findings among the public						CHRAGG	Travel, meetings, reports, printing	50,000.00	
	3.2.6 Support to priority thematic groups, including monitoring, reporting & technical consultations meetings						CHRAGG	Meetings, consultants, media, reports	85,000.00	
	3.2.7 Regional partnership with other African NHRts for specialized training and capacity building on new emerging human rights issues						CHRAGG	Training, travel, consultants	50,000.00	

	3.2.8 Capacity building training for staff in priority area							CHRAGG		Training, workshops, stationery	130,000.00
	3.2.9 Technical assistance							UNDP		Personnel costs	80,000.00
	Sub-Total for Output 3.2										640,000.00
Output 3.3 Partnership and coordination between CHRAGG and civil society organizations strengthened for improved monitoring, data collection, reporting, and advocacy on NHRAP	3.3.1 Support CHRAGG to develop stakeholders' engagement strategy							CHRAGG		Contractual service, consultant, meetings	5,000.00
	3.3.2 Coordination meetings between CHRAGG and civil society on NHRAP and UPR follow up							CHRAGG		Meetings, validation workshops, stationery, venue, travel	60,000.00
	3.3.3 Improve CHRAGG M&E system and reporting mechanisms							CHRAGG		Contractual service, consultant	30,000.00
	3.3.4 Support CHRAGG to enter effective partnership with a number of CSOs for improved collaboration, joint reporting, information sharing, monitoring, etc.							CHRAGG		MoUs with NGOs, travel, meetings	65,000.00
	3.3.5 Mapping & development of database of human rights organizations in Zanzibar							CHRAGG		Contractual service, training, consultant	40,000.00
	3.3.6 Development of a matrix specific for Zanzibar within the new human rights action plan for Tanzania							CHRAGG		Consultant, workshops and consultation meetings	30,000.00
	3.3.7 Support final evaluation of NHRAP							CHRAGG		Travel consultants, meetings	35,000.00
	3.3.8 Development of new NHRAP 2018-2022							CHRAGG		Consultant, workshops and consultation meetings	65,000.00
	3.3.9 Follow up investigations of human rights abuses							CHRAGG		Travel, meetings, reporting	70,000.00

	3.3.10 Support to Link Officers meetings							CHRAGG	Travel, stationery, meetings costs	20,000.00
	3.3.11 Support CHRAGG to address land disputes between pastoralists and farmers, including sensitize the government at LGAs level to carry out general land stock and implement land management administration framework							CHRAGG	Workshops, consultants	10,000.00
	3.3.12 Capacity building training to LGAs (Ward and village officers) and paralegals at the grassroots levels on good governance, mediation skills and early warning system as preventive measure							CHRAGG	Workshops, consultants	20,000.00
	3.3.13 Public enquiry and public hearing on land disputes between pastoralists and farmers							CHRAGG	Travel, meetings	30,000.00
	3.3.14 Project technical assistance							UNDP	Personnel costs	80,000.00
	Sub-Total for Output 3.3									560,000.00
Output 3.4 National human rights dialogue, public education and awareness on the rights of women and other vulnerable groups and in prioritized thematic areas promoted	3.4.1 Revision and update of communication and visibility strategy for CHRAGG							CHRAGG	Consultant, meetings	20,000.00
	3.4.2 CHRAGG website development							CHRAGG	Contractual service, software development	50,000.00
	3.4.3 Development of electronic database to stock human rights materials							CHRAGG	Contractual service, software development	30,000.00
	3.4.4 Support for development of research and policy papers on priority thematic areas, publishing & dissemination							CHRAGG	Consultants, travel, research, meetings	60,000.00
	3.4.5 Awareness on women, vulnerable groups and joint advocacy events with CSOs on priority thematic issues identified							CHRAGG	Media meetings, publishing printing &	80,000.00
	3.4.6 Preparation and publishing of CHRAGG annual human rights report							CHRAGG	Meetings, publishing, printing, consultant, media	70,000.00

	3.4.7 Meetings with police and prisons after inspections and dissemination of findings reports to public							CHRAGG	Meetings, publishing	30,000.00
	3.4.8 Training for public servants on human rights issues, including HRBA and ad hoc issues, including juvenile justice, women rights							CHRAGG	Workshop, stationery	60,000.00
	3.4.9 Training of Trainers for teachers of secondary school and youth clubs							CHRAGG	ToT, printing, travel	60,000.00
	3.4.10 Dissemination of new NHRAP 2018-2022							CHRAGG	Meetings, publishing, media, etc.	70,000.00
	3.4.11 Study on human rights and business							CHRAGG	Consultant, travel meetings	30,000.00
	3.4.12 Training for stakeholders and awareness of human rights and business							CHRAGG	Thematic events, venue, media, etc.	50,000.00
	3.4.13 Study on women access to justice in Zanzibar							CHRAGG	Consultant, travel, per diem, meetings	30,000.00
	3.4.14 Assessment of customary judicial mechanisms and justice for women and vulnerable groups							CHRAGG	Consultant, travel, per diem, meetings	30,000.00
	3.4.15 Support to translation of selected human rights treaties and documents and dissemination							CHRAGG	Translators, printing	30,000.00
	3.4.16 Project technical assistance							UNDP	Personnel cost	80,000.00
	Sub-Total for Output 3.4									780,000.000
	Sub-Total for Output 3									2,740,000.00
	Sub-Total Output 1, 2 & 3									6,780,000.00
Project Management	National Project Coordinator (4 yrs)									175,000.00
	3 Project Officers (4 yrs)									280,000.00
	Chief Technical Advisor (4 yrs)									80,000.00
	UNDP Direct Project Cost @ 40,000 per year									160,000.00
	Communication and knowledge management									20,000.00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The Project will be directed by a **Project Board**, which will be co-chaired by the UNDP Tanzania Country Director and MoCLA Permanent Secretary, who will serve as the Project Executive. The Project Board will meet twice a year to review the strategic direction of the Project, ensuring accountability and proper oversight. The board meetings will also provide a forum for rigorous quality control and review of progress. This will entail setting and revising deliverables and achievement of benchmarks, alongside opportunities for fine-tuning and adjustments, including any prioritization of activities if the Project is not fully funded. To ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with corporate UNDP standards that shall ensure best value to money, fairness, integrity, transparency and effective accountability.

The Project board will comprise the following:

The Executive: the role of the Executive will be held by the UNDP Country Director and the MoCLA Permanent Secretary. The Executive is ultimately responsible for the project, assisted by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive should ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

The Senior Beneficiary: representatives of MoCLA, CHRAGG, AGC, DPP, implementing NGOs and civil society organizations, police, prison, the bar association, will hold the role of Senior Beneficiary. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the lifecycle of the project. The role represents the interests of all those who will benefit from the project. The Senior Beneficiary role monitors progress against targets and quality criteria.

Senior Supplier: Donors and UNDP will hold the role of Senior Supplier. The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources as required.

Quality Assurance: The Quality Assurance role supports the Executive Board and is assumed by the UNDP country office, under the Head of the Democratic Governance Pillar. Together with the country office support teams, they carry out objective and independent oversight and monitoring functions on behalf of the Board. This role ensures that appropriate programme management milestones are managed and completed in compliance with the corporate guidelines for project management, assurance and oversight.

The Project Board will specifically be responsible for the following:

- Meeting regularly to deliberate on the Project's progress and revising the Quarterly Progress Reports. The PB has a decision-making role within the Project and thus will deliver direction and recommendations to ensure that the agreed deliverables are produced satisfactorily in line with the Project Document. This also means that the PB can make changes to the project based on the progress reports and recommendations from project staff and partners alike;
- Revising and assessing the detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan;
- Providing overall guidance and direction to the project;
- Addressing any project-related issues as raised by the Project Manager;
- Providing guidance and agreeing on possible countermeasures/management actions to address specific risks;
- Agreeing on the Project Manager's milestones in the Annual Work Plan and quarterly plans when required;
- Reviewing Combined Delivery Reports (CDR) prior to certification by the Implementing Partner(s);
- Reviewing each of the Annual Work Plan upon completion, and approving continuation to the next AWP;
- Appraising the Project Annual Progress Report, and making recommendations for the next AWP;
- Providing ad-hoc direction and advice for exceptional situations when tolerances of parties are exceeded;
- Providing strategic orientation and recommendations to the project manager and implementers;
- Ensuring full implementation of the project and assuring that all Project deliverables have been produced satisfactorily by the end of the project;
- Reviewing and approving the final project report, including lessons learnt;
- Commissioning a project evaluation (based on a consensus by the PB).

The Project Management Unit:

The Project Management Unit will be comprised of the following international and national staff:

- i. National Project Coordinator
- ii. International Technical Advisor (P4);
- iii. Three Project Officers (Criminal Justice, Legal Aid, Human Rights)

National Project Coordinator

The National Project Coordinator (NPC) will provide technical, management and coordination support to the Project and assumes strategic, administrative and financial responsibility under the Project NIM to achieve the objectives set out in the Project Document. S/he will work closely with the Project CTA to ensure proper supervision and coordination of activities and that results are achieved within the expected deadlines. S/he will assume overall responsibility for the successful execution and implementation of the project outputs, and accountability to the PB for the proper and effective use of Project resources and will be based at MOCLA. The NPC is also expected to coordinate and maintain liaison with all the Project stakeholders, as well as Development Partners whose support is critical to achieving the outputs of the project intervention.

Chief Technical Advisor: The Project will be guided and supported by a Chief Technical Advisor (TA) who will lead in guiding the project technically to deliver the project outputs as described in the project document. S/he will ensure coherence and implementation of all project components in accordance with programme strategy and objectives. The TA will also assume an international development partner coordination role: ensuring that the Project is well coordinated with other justice sector programmes implemented by other donors, UN agencies, and international organisations. The TA's prime responsibility is to provide the right advice to the MoCLA and the other responsible parties to produce the results specified in the annual work-plan, to the required standard of quality and within the specified constraints of time and cost. S/he will be based at UNDP office and work under the overall supervision of the Head of Governance pillar and in a matrix management with the Head of Programme.

Project Officer Criminal Justice: The Criminal Justice Officer is a criminal justice practitioner who will support project implementation under Output 1 and Output 2. In relation to output 1, S/he will assist the relevant counterparts in their coordination efforts, including providing technical advice to the National Criminal Justice Forum, the Secretariat and the National Justice and Security Forum to carry out their function, including providing recommendations on criminal justice reform and ensure proper follow up on actions. The Officer will contribute to support partners for data generation, collection and sharing in the sector. S/he will also provide advice under output 2 for legal aid policy development, as well as contribute to oversee legal aid initiatives in partnership with bar associations and civil society organizations. S/he will be base at the MoCLA. S/he will report to the TA and the NPC.

S/he will provide support to the NJSC, the JSF, as well as support coordination between the criminal justice actors. The Officer will assist the project in the implementation of all the initiatives which will be undertaken in the criminal justice sector, including the development of interlinkages with DPP, police and prison, supporting coordination and data collection, management and analysis, as well as conducting research to assist in the development of concept notes, project documents and policy frameworks as directed by the TA and NPC. S/he will be based at MoCLA and/or the DPP. S/he will report to the TA and matrix management of the NPC.

Project Officer Human Rights: The Human Rights Officer will be responsible for implementation of the human rights components under Output 3, as well as for overseeing the mainstreaming of a 'human rights based approach' throughout all other project components. This will include working closely with the AGC, CHRAGG and civil society organizations to support capacity building, data collection and monitoring, reporting, as well as human rights awareness-related initiatives. S/He will also be the focal person in UNDP for analysis and reporting on human rights issues. S/he will be based at CHRAGG office. S/he will report to the TA.

Project Officer Legal Aid Officer: The Legal Aid Officer will be responsible for the implementation of Output 2, providing technical support to MoCLA and other actors, including the bar association, to establish a proper normative framework, including policy, guidelines, code of conduct and other relevant policy tool as requested in the Tanzanian legal aid sector. S/he needs to be a senior legal practitioner and be provided with sound knowledge of gender issues and women rights. S/he will support the MoCLA in coordination efforts, as well as in data collection and generation of legal aid issues. S/he will also supervise and provide technical advice to NGOs and other stakeholders selected to provide legal assistance and representation to vulnerable groups.

S/he will be based at the Department for Public Legal Service of MoCLA. S/he will report to the CTA and the NPC.

Zanzibar

In relation to governance and management arrangements in Zanzibar, the Project, in partnership with current Donors of LSRP and local authorities, will assess the most suitable modality to ensure proper management and oversight of project activities.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

[NOTE: The following section is required for all project documents, and contains the general provisions and alternative texts for the different types of implementation modalities for individual projects. Select one option from each the legal context and risk management standard clauses and include these in your project document under the Legal Context and Risk Management Standard Clauses headings]

LEGAL CONTEXT STANDARD CLAUSES

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]⁷².
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

⁷² Use bracketed text only when IP is an NGO/IGO

X. ANNEXES

- 1. List of Acronyms**
- 2. Project Quality Assurance Report**
- 3. Risk Analysis**
- 4. Capacity Assessment of CHRAGG: Main Recommendations**
- 5. Problem Tree and Theory of Change Diagram**
- 6. Gender Justice Analysis**
- 7. List of institutions consulted**
- 8. Terms of Reference Technical Adviser**