

THE UNITED REPUBLIC OF TANZANIA  
COMMISSION FOR HUMAN RIGHTS AND GOOD GOVERNANCE  
(CHRAGG)



# 5 - YEAR STRATEGIC PLAN 2018/19 - 2022/23

**We are building a culture of respecting human rights,  
principles of good governance and human dignity in Tanzania**

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## TABLE OF CONTENTS

LIST OF ABBREVIATIONS AND ACRONYMS .....	vii
MESSAGE BY THE CHAIRPERSON .....	ix
EXECUTIVE SUMMARY.....	xi
<b>1.1 Background.....</b>	<b>1</b>
1.1.1 Approach .....	1
1.1.2 Purpose of the Plan .....	1
CHAPTER ONE: INTRODUCTION .....	1
1.1.3 Layout of the Plan .....	2
CHAPTER TWO: SITUATION ANALYSIS .....	3
<b>2.1 Organizational History .....</b>	<b>3</b>
<b>2.2 Mandate, Roles and Functions.....</b>	<b>5</b>
2.2.1 Mandate .....	5
2.2.2 Roles and Functions .....	5
<b>2.3 Analysis of Old Vision and Mission .....</b>	<b>7</b>
2.3.1 Old Vision.....	7
2.3.2 Old Mission .....	7
<b>2.4 Review of Relevant Documents .....</b>	<b>8</b>
2.4.1 Tanzania National Vision 2025 .....	8
2.4.2 Five Years Development Plan 2016/17 - 2020/21 .....	9
2.4.3 Sustainable Development Goals.....	9
2.4.4 Paris Principles .....	10
<b>2.5 Performance Review .....</b>	<b>10</b>
<b>2.6 Recent Initiatives.....</b>	<b>15</b>
<b>2.7 Strengths, Weaknesses, Opportunities and Challenges (SWOC).....</b>	<b>16</b>
2.7.1 Strengths.....	16
2.7.2 Weaknesses .....	17
2.7.3 Opportunities .....	18
2.7.4 Challenges .....	18
<b>2.8 Stakeholders' Analysis .....</b>	<b>20</b>
<b>2.9 Critical Issues .....</b>	<b>23</b>

CHAPTER THREE: THE STRATEGIC PLAN .....	24
<b>Overview .....</b>	<b>24</b>
<b>3.1 Vision, Mission and Core Values .....</b>	<b>24</b>
3.1.1 Vision .....	24
3.1.2 Mission .....	24
3.1.3 Core Values .....	24
<b>3.2 Strategic Objectives .....</b>	<b>25</b>
3.2.1 Strategic Objective A: HIV/AIDS Infections Reduced and Supportive Services Improved.....	25
3.2.1.1 Strategies.....	26
3.2.1.2 Targets .....	26
3.2.1.3 Key Performance Indicators .....	27
3.2.2. Strategic Objective B: National Anti-corruption Strategy Implementation Enhanced and Sustained	27
3.2.2.1 Strategy .....	28
3.2.2.2 Target.....	28
3.2.2.3 Key Performance Indicators .....	28
3.2.3 Strategic Objective C: Human Rights and Principles of Good Governance Promotion Enhanced .....	28
3.2.3.1 Strategies.....	29
3.2.3.2 Targets .....	29
3.2.3.3 Key Performance Indicators .....	30
3.2.4 Strategic Objective D: Human Rights and Principles of Good Governance Protection Improved.....	31
3.2.4.1 Strategies.....	31
3.2.4.2 Targets .....	31
3.2.4.3 Key Performance Indicators .....	32
3.2.5 Strategic Objective E: Capacity of Commission to Deliver Services Improved .....	34
3.2.5.1 Strategies.....	34
3.2.5.2 Targets .....	34
3.2.5.3 Key Performance Indicators .....	35
CHAPTER FOUR: RESULT FRAMEWORK .....	37
<b>4.1 Purpose and Structure .....</b>	<b>37</b>
<b>4.2 Development Objective .....</b>	<b>37</b>
<b>4.3 Results Chain .....</b>	<b>37</b>

<b>4.4</b>	<b>Result Framework Matrix</b> .....	<b>37</b>
4.4.1	Monitoring, Reviews and Evaluation Plan .....	43
4.4.2	Monitoring Plan .....	43
4.4.3	Planned Reviews .....	56
4.4.4	Review Meetings .....	56
4.4.5	Planned Milestones Reviews .....	57
4.4.6	Rapid Appraisals.....	63
4.4.7	Planned Evaluations.....	68
4.4.8	Reporting Plan .....	70
4.4.9	Internal Reporting Plan .....	70
4.4.10	External Reporting Plan .....	71
4.4.11	Relationship between Results Framework, Chain, M&E and Reporting Arrangements Results .....	72
	ANNEX I: STRATEGIC PLAN MATRIX .....	73
	ANNEX II: LIST OF INTERNATIONAL CONVENTIONS .....	77

## LIST OF TABLES

<b>Table 2.1</b> Analysis of Key Stakeholders and Expectations .....	20
<b>Table 4.1</b> Result Framework .....	39
<b>Table 4.2</b> Monitoring Plan Framework .....	44
<b>Table 4.3</b> Planned Review Meetings .....	56
<b>Table 4.4</b> Planned Milestones Review .....	58
<b>Table 4.5</b> Rapid Appraisal .....	64
<b>Table 4.6</b> Planned Evaluations .....	69
<b>Table 4.7</b> Internal Reporting Plan .....	70
<b>Table 4.8</b> External Reporting Plan .....	71

## LIST OF ABBREVIATIONS AND ACRONYMS

<b>ACHPR</b>	African Commission on Human and Peoples Rights
<b>AOMA</b>	African Ombudsman and Mediators Association
<b>AORC</b>	African Ombudsman Research Centre
<b>APRM</b>	African Peer Review Mechanism
<b>CA</b>	Chief Accountant
<b>CAG</b>	Controller and Auditor General
<b>CHRAGG</b>	Commission for Human Rights and Good Governance
<b>CIA</b>	Chief Internal Auditor
<b>CSOs</b>	Civil Society Organisations
<b>DAHRM</b>	Director of Administration and Human Resources Management
<b>DAJ</b>	Director of Administrative Justice
<b>DHR</b>	Director of Human Rights
<b>DLS</b>	Director of Legal Services
<b>DPET</b>	Director of Public Education and Training
<b>DPU</b>	Director of Planning Unit
<b>DRD</b>	Director of Research and Documentation
<b>ES</b>	Executive Secretary
<b>GANHRI</b>	Global Alliances of National Human Rights Institutions
<b>GG</b>	Good Governance
<b>HESLB</b>	Higher Education Students Loan Board
<b>HIV/AIDS</b>	Human Immunodeficiency Virus /Acquired Immunodeficiency Syndrome
<b>HMISU</b>	Head of Management Information Systems Unit
<b>HPMU</b>	Head of Procurement Management Unit
<b>HRs</b>	Human Rights

- ICT** Information Communication Technology
- LGAs** Local Government Authorities
- M&E** Monitoring and Evaluation
- MDAs** Ministries, Departments and Agencies
- MoFP** Ministry of Finance and Planning
- MoU** Memorandum of Understanding
- NANHRI** Network of African National Human Rights Institutions
- NGOs** Non-Governmental Organisations
- NHRAP** National Human Rights Action Plan
- NHRIs** National Human Rights Institutions
- OAU** Organization of African Union
- OPRAS** Open Performance Appraisal System
- PCE** Permanent Commission of Enquiry
- PMO** Prime Minister's Office
- PO-PSMGG** President's Office – Public Service Management and Good Governance
- PWA** Persons with Albinism
- SDGs** Sustainable Development Goals
- SMS** Short Text Message System
- SP** Strategic Plan
- UNDP** United Nations Development Programme
- URT** United Republic of Tanzania
- VEO** Village Executive Officer
- VoIP** Voice over Internet Protocol
- WEO** Ward Executive Officer



## MESSAGE BY THE CHAIRPERSON



Following the expiry of the 2010/11 – 2014/15 Strategic Plan, the Commission for Human Rights and Good Governance (CHRAGG) developed and adopted the 2018/19 to 2022/23 Strategic Plan, which is the third since its establishment. I have the honour and privilege to present the 2018/19 – 2022/23 CHRAGG Strategic Plan to you.

This Strategic Plan has been informed by a number of key legal and policy considerations, namely:- the constitutional and legal framework for human rights in Tanzania; Vision 2025; the Five years National Development Plan II; the United Nations Sustainable Development Goals (SDGs) and other national and international policies and instruments.

The process of developing this plan was participatory. It involved internal consultations among the Commissioners, the Executive Secretary, Directors, Head of Units and senior members of staff of the Commission. Various inputs were received following consultations with key stakeholders, including senior officials from government Ministries, Departments and Agencies (MDAs); Civil Society Organizations (CSOs); and Development Partners (DPs).

A Strategic Planning workshop was facilitated by a team of Consultants from the President's Office Public Service Management and Good Governance (PO-PSMGG), through the financial support of the United Nations Development Programme (UNDP), as part of the implementation of the Strengthening Access to Justice and Human Rights Protection in Tanzania project.

This Strategic Plan outlines the strategic directions of CHRAGG during the next five years, bearing in mind its core mandate as provided under Article 130(5) of the Constitution of United Republic of Tanzania 1977; and Section 6(1) (a-o) of the CHRAGG Act Cap. 391 of the Laws of Tanzania, and the international human rights obligations assumed by Tanzania.

The Strategic Plan is based on five objectives which include:- Enhancing the promotion of human rights and principles of good governance; improving the protection of human rights and principles of good governance; reducing HIV/AIDS infections and improving supportive services; enhancing and sustaining the implementation of National Anti-corruption Strategy; and improving the capacity of Commission to deliver services.

This Strategic Plan is another milestone in the existence of the CHRAGG. It will go a long way to enable the Commission to continue its work of building a culture of human rights and improving observance of principles of good governance and human dignity in the country.

If the Strategic Plan is implemented fully, it will go a long way in ensuring that the goals and objectives outlined therein are attained and will become a reality. This can only be achieved if all the stakeholders pull in the same direction, and that the government and its partners ensure that the Strategic Plan is fully funded so that the proposed activities herein are implemented.

I wish to thank the Commissioners, Executive Secretary and management of the Commission, and the staff for their dedication throughout the process of formulating the Strategic Plan. I am also grateful to the other Stakeholders, the United Nations Development Programme and the Consultants for their support which contributed immensely to the realisation of this Strategic Plan.



Bahame Tom Nyanduga

**CHAIRPERSON**

December 2017

## EXECUTIVE SUMMARY

The Commission for Human Rights and Good Governance is the National Human Rights Institution (NHRI) with the mandate of promoting, protecting and preserving human rights and principles of good governance in Tanzania. The CHRAGG is established under Article 129 of the Constitution of the United Republic of Tanzania, 1977 and Commission's enabling Act Cap 391.

The Commission seeks **“to have a society with a culture of respecting human rights, principles of good governance and human dignity.”**

To achieve its vision CHRAGG endeavours **“to spearhead promotion, protection and preservation of human rights, principles of good governance and human dignity for all people in collaboration with stakeholders”**.

In the execution of its Mission and to help realize the Vision, the Commission is guided by fundamental principles of **integrity, accountability, confidentiality, quality and timely service delivery.**

As an independent body the Commission discharges the following core functions<sup>1</sup>: Receives and investigates complaints, conducts inquiries, researches, monitoring, and reports on matters of human rights violation and contravention of principles of administrative justice. CHRAGG also visits prisons, places of detentions or related facilities and provides advice to the government or other public organs and the private sector on issues of human rights and administrative justice.

In addition, the Commission makes recommendations relating to legislations, bills and regulations. It also conducts mediation and reconciliation amongst various persons and institutions and where necessary, institutes proceedings in the court of law and issues interim orders to terminate activities resulting in the violation of human rights and contravention of principles of good governance.

In implementing its core functions, CHRAGG is guided by National and

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<sup>1</sup> Article 130(1) of the URT Constitution of 1977 and Section 6(1) of CHRAGG Act Cap. 391

International Development Policies and Plans. These include National Development Vision 2025, Five Year Development Plan of 2016/17 - 2020/21, the Paris Principles of 1991, and Sustainable Development Goals. The 2018/19 – 2022/23 Strategic Plan of the Commission intends to make meaningful and concrete contributions towards these national and international frameworks by improving the service delivery capacity of the Commission in promoting, protecting and preserving human rights and the principles of good governance.

The objectives of the previous Strategic Plan (2010/11 - 2014/15) were reviewed to analyze the achievements and constraints that emerged from its implementation as well as to generate lessons learnt and best practices in paving and informing the way forward on the current planning process. From the review and analysis, it was found that most of the objectives are still relevant and have been maintained. These include enhancing stakeholders' collaboration and networking and outreach; strengthening the prevention of abuses and violations and strengthening the capacity of the Commission's service delivery.

Achievements attained from the previous SP objectives include the following:-

- Public awareness of human rights and good governance increased;
- A total of 6,199 complaints of human rights violation and contravention of principles of good governance were investigated;
- Some laws were reviewed/enacted to comply with human rights and good governance principles;
- A total of 127 prisons; 129 police stations; 5 remand homes; 1 approved school in Tanzania Mainland and 18 correction facilities and 56 police stations in Zanzibar were inspected;
- Public inquiries on land disputes conducted in 15 regions and public awareness on land rights provided in 18 districts of Tanzania Mainland;
- New branch office opened in Pemba;
- CHRAGG maintained its 'A' status accredited by UN Global Alliance of NHRIs;

- CHRAGG maintained its membership in regional and international institutions;
- Spearheaded the development and implementation of five year NHRAP;
- Staff deployed and recruited;
- Staff capacity built through training; and
- Performance management system strengthened.

However, the CHRAGG faced some challenges in the implementation of the objectives of the Strategic Plan that include:- inadequate funds, inefficient working relationships between CHRAGG and other human rights and good governance stakeholders including CSOs, non-implementation of some of the recommendations issued to relevant authorities and limited knowledge of the CHRAGG mandate.

Given the above achievements and challenges, in this plan, CHRAGG has considered various interventions including, the development of an effective resource mobilization strategy, review of a stakeholders engagement strategy, building capacity of stakeholders on human rights and good governance for emerging issues and strengthening outreach programmes.

Other initiatives are development of an effective mechanism to follow-up implementation of CHRAGG recommendations, empowerment of citizens to easily access services provided by the Commission, the use of Information Communication Technology (ICT) for timely access to justice, and engagement of Local Government Authorities (LGAs) through their existing standing committees to consider human rights and good governance issues.

The Commission will also continue to engage with the Ministry of Constitutional and Legal Affairs, Attorney General's Chambers, Parliament and other stakeholders for ensuring that proposed bills and policies comply with human rights standards and principles of good governance. Moreover, in improving service delivery, CHRAGG intends to build the capacity of its staff; recruit qualified employees; enhance performance

management systems; improve the working environment and facilities; and to update its ICT capacity to cope with the contemporary world.

A critical component of this plan is the situational analysis of the Commission regarding its strengths, weaknesses, opportunities and challenges. The situation analysis revealed strengths that favour CHRAGG to discharge its mandate and functions effectively. To mention a few, these are:- the presence of full-time Commissioners, directors and employees with diverse skills, experience and technical expertise; a good relationship with global and regional institutions, development partners, and political stakeholders; and the use of Case Management System and SMS in handling complaints.

Institutional weaknesses highlighted in the analysis include:- financial constraints; limited visibility and accessibility; shortage of human resources and working facilities; inefficient complaints data collection mechanism; limited ICT capacity; circumspection in discharging CHRAGG legal powers; and ineffective advocacy and stakeholders engagement strategies.

Regarding opportunities, the following are noted:- the availability of labour force with a diverse professional background in the market; willingness of partners to support and develop staff capacity; constitutional and legal mandate; high public demand for the services provided by the Commission; existing national strategies and policies which addresses issues of human rights and good governance; sound cooperation with local and international organizations; complaints handling mechanisms; use of common language - Kiswahili which is a communication tool for a common understanding; peace; cultural integration; and avenues with high level decision makers.

The analysis also identified several challenges limiting the effectiveness and functionality of CHRAGG. These include:- Delays in the appointment of Commissioners and Directors; inadequate financial resources; staff recruitment processes not in line with CHRAGG enabling Act Cap. 391<sup>2</sup>; insufficient branch offices in relation to vast geographical area and infrastructure of the country; delay by some authorities in responding

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<sup>2</sup> Article 11(5) There shall be such other officers and staff of the Commission as may be appointed by the Commission under this section.

to complaints leveled against them; limited compliance with CHRAGG recommendations by respondents; and low level of public awareness on human rights and good governance aspects.

Relevant stakeholders were identified and analysed. They include:- Public, Government, Parliament, Civil Society Organisations, Development Partners, Judiciary, Academia, Media, Police Force, Prison Department and Employees. The analysis was done in terms of the types of the services provided by the Commission and their expectations.

The plan also emphasises the importance of cooperation between CHRAGG and key stakeholders in performing its core functions. These stakeholders include local Civil Society Organizations (CSOs); Development Partners; Regional and International Organizations such as African Union, Network of African National Human Rights Institutions (NANHRI), African Ombudsman and Mediators Association (AOMA); Global Alliance for National Human Rights Institution (GANHRI); International Ombudsman Institute (IOI); and African Commission for Human and Peoples Rights.

In order to realise the vision and mission, there are a number of thematic issues that are prioritized in five strategic objectives. These are:- HIV/AIDS, corruption, promotion and protection of human rights and principles of good governance and institutional capacity. These strategic objectives are defined in various strategies and targets.

This Strategic Plan is further comprised of a result framework, monitoring plan, planned reviews, evaluation, rapid appraisals and planned milestones. Results Framework describes development objectives, strategic objectives and planned outcomes. Monitoring Plan defines outcome indicators, baseline, target values, data collection methods, reporting frequency and the accountable officers for data collection, analysis and reporting. Planned Reviews aim to obtain progress status on the implementation of the strategic plan. The planned reviews consist of reviewing meetings, milestones and rapid appraisals.





# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

Since 2001, the Commission has developed and implemented two strategic plans, the 2005/06 - 2009/10 and 2010/11 - 2014/15 plans. These strategic plans have been useful to the Commission in fulfilling its mandate of promoting and protecting human rights and principles of good governance.

The 2018/19 - 2022/23 Strategic Plan is built on the achievements and lessons learnt from the implementation of the previous plans in complying with national, regional and international human rights standards and principles of good governance. It is also prepared on the basis of the prioritized Five Year National Development Plan II (FYDPII) 2016/17 - 2020/21 which has an objective of “*Nurturing Industrialization for Economic Transformation and Human Development*” and institutional objectives centred on promotional, protection and advisory roles. This plan aims at guiding the implementation of the Commission’s activities over the next five years.

#### 1.1.1 Approach

The approach taken in preparing this Plan was participatory and inclusive. It included a review of the performance of the 2010/11 - 2014/15 Strategic Plan, familiarization among CHRAGG management and staff on the process of developing a strategic plan and engaging stakeholders in setting the next five years priorities of the Commission. The process also involved a review of relevant reports, policies, legislation and strategies including the Tanzania Development Vision 2025 and Five-Year Development Plan in identifying priority areas.

#### 1.1.2 Purpose of the Plan

The purpose of the plan is to guide the Commission in achieving its vision and mission in the promotion and protection of human rights and principles of good governance. It sets out five (5)

strategic objectives, fifteen (15) strategies, and forty three (43) targets, to be implemented within five years period. It lays down various mechanisms which will guide the daily undertakings of the Commission including the results framework, monitoring, reviews and evaluation plans. These mechanisms will enable the Commission to track the implementation progress of the Plan.

### **1.1.3 Layout of the Plan**

The Plan is organized into four Chapters. The First Chapter covers background information, methodology, purpose and layout of the document. The Second Chapter is about situation analysis. It presents the historical background of the Commission, its mandate, roles and functions. The chapter also presents an analysis of the old vision and mission, review of relevant documents, performance reviews, the SWOC and lastly a list of critical issues.

The Third Chapter presents the plan which includes vision, mission, core values, strategic objectives, strategies, targets, and key performance indicators to guide CHRAGG's operations over the coming five years. The Fourth Chapter presents the results framework that describes purpose and structure, development objective, result chain, result framework matrix, monitoring reviews, and evaluation plans. The final part of the plan presents annexures.

## CHAPTER TWO

### SITUATION ANALYSIS

#### 2.1 Organizational History

The Commission for Human Rights and Good Governance (CHRAGG) is a high breed organization doubling as the National Human Rights Institution (NHRI) and an Ombudsman. It was created for the purpose of promoting, protecting and preserving human rights and principles of good governance in the United Republic of Tanzania.

The CHRAGG is established under Article 129 of the Constitution of the United Republic of Tanzania, 1977 and its functions are elaborated in the Commission for Human Rights and Good Governance Act, Cap. 391 (hereinafter referred to as CHRAGG Act).

The establishment of the CHRAGG was a result of recommendations by different Commissions and Committees, namely:- The Nyalali Commission, The Bomani Committee, The Kisanga Committee and Non-Governmental Organizations (NGOs).

In its 1992 report, The Nyalali Committee which was tasked to collect public opinion on multi-party politics and how to address human rights issues, recommended for establishment of an independent Commission to protect and promote human rights in the country, among other recommendations.

The Bomani Committee (Legal Reform Task Force) report of 1996 seconded the recommendation for establishment of an independent Commission responsible for human rights and administrative justice, to replace the Permanent Commission of Enquiry (PCE) whose mandate was limited to dealing with mal-administration.

The Kisanga Report<sup>3</sup> confirmed the public opinion that, the establishment of an independent Human Rights Commission was largely acceptable. The Kisanga Committee coordinated

<sup>3</sup> Jamhuri ya Muungano wa Tanzania, 1999. Kamati ya Kuratibu Maoni Kuhusu Katiba, Ripoti ya Kamati, Kitabu cha Kwanza, Mpiga Chapa wa Serikali. Dar es Salaam (As the title of the Report suggests, the Consultant accessed the Kiswahili Version of that Report).

collection of public opinion country-wide on the Government's proposal for the Review of the United Republic of Tanzania Constitution, 1977 through White Paper Number One of 1998.

Parallel with government efforts to review the Constitution and establish independent human rights Commission, NGOs had their own initiative of collecting public opinion on establishment of independent national human rights institution. The initiative was coordinated by United Nations Association of Tanzania (UNA), and in 1998 they issued their recommendations for establishment of an independent national human rights institution.

The outcome of the above processes was the 13th amendment of the Constitution of the United Republic of Tanzania, 1977, which led to establishment of the Commission for Human Rights and Good Governance.

The Commission became operational in Mainland Tanzania on the 1st day of July 2001 after the coming into force of the Commission for Human Rights and Good Governance Act, Cap. 391. It was officially inaugurated on the 15th March 2002 after the appointment and swearing in of its Commissioners by the President of the United Republic of Tanzania.

As an independent government department CHRAGG operates both in Tanzania Mainland and Tanzania Zanzibar. It became operational in Zanzibar in April 2007 after the ratification of the CHRAGG Act by the Zanzibar House of Representatives and enactment of an Extension Act No. 12 of 2003.

## 2.2 Mandate, Roles and Functions

### 2.2.1 Mandate

The Commission is mandated to promote, protect and preserve human rights and deal with mal-administration arising from the exercise of public authority in the context of administrative justice as per Article 130(1) of the Constitution of the United Republic of Tanzania, 1977 and sections 6 and 15 of the CHRAGG Act Cap. 391.

### 2.2.2 Roles and Functions

The Commission has protective, promotive, advisory and mediatory/conciliatory functions listed in the CHRAGG Act<sup>4</sup> as indicated below:

- a) To promote within the country the protection and the preservation of human rights and of duties to the society in accordance with the Constitution and the laws of the land;
- b) To receive allegations and complaints in the violation of human rights generally;
- c) To conduct enquiries into matters involving the violation of human rights and the contravention of the principles of administrative justice;
- d) To conduct research into human rights, administrative justice and good governance issues and to educate the public about such issues;
- e) When necessary, to institute proceedings in court designed to terminate activities involving the violation of human rights or redress the right or rights so violated, or the contravention of the principles of administrative justice;
- f) To investigate the conduct of any person to whom or any institution to which the provisions of this section apply in the ordinary course of the exercise of the functions of his office or discharge of functions in excess of authority;

<sup>4</sup> Section 6(1) (a) – (o) of the CHRAG Act Cap. 391

- g) To investigate or inquire into complaints concerning practices or actions by persons holding office in the service of the government, public authorities or other public bodies, including private institutions and private individuals where those complaints allege abuse of power, injustice, unfair treatment of any person, whether complainant or not, in the exercise of their official duties;
- h) To visit prisons and places of detentions or related facilities with a view to assessing and inspecting conditions of the persons held in such places and making recommendations to redress the existing problems in accordance with the provisions of this Act;
- i) To take steps to secure remedying, correction, reversal or cessation of instances referred to paragraphs (e), (f), (g) or (h) through fair, proper and effective means, including the institution of legal proceedings;
- j) To provide advice to the government or other public organs and private sector institutions on specific issues relating to human rights and administrative justice;
- k) To make recommendations relating to any existing or proposed legislation, regulations or administrative provisions to ensure compliance with human rights norms and standards and with the principles of good governance;
- l) To promote ratification of or accession to treaties or conventions on human rights, harmonization of national legislation and monitor and assess compliance, within the United Republic, by the government and other persons, with human rights standards provided for in treaties or conventions or under customary international law to which the United Republic of Tanzania has obligations;

- m) Under the auspices of the government, to cooperate with agencies of the United Nations, the AU, The Commonwealth and other bilateral, multilateral or regional and national institutions of other countries which are competent in the areas of protection and promotion of human rights and administrative justice;
- n) To take such measures as may be appropriate for the promotion and development of mediation and reconciliation amongst the various persons and institutions that come or are brought before the Commission; and
- o) To perform such other functions as may be provided for by any other written law.

## 2.3 Analysis of Old Vision and Mission

### 2.3.1 Old Vision

*A society in which human rights and principles of good governance are promoted and protected.*

#### **Analysis**

The old vision inspires society to promote and protect human rights and principles of good governance, and shows staff the direction of where the institution ought to be. However, it does not explicitly mention the other human rights core value of **guaranteeing human dignity**. Therefore, a review of the same is crucial to add “guarantee human dignity”.

### 2.3.2 Old Mission

*To promote and protect human rights and good governance in collaboration with stakeholders.*

#### **Analysis**

This Mission is still relevant as it clearly communicates what CHRAGG is doing. It is focused and guides internal team members and decisions on priorities and new initiatives. It is more comfortable for staff to understand, remember, and own. However, the mission has not been fully accomplished due to insufficient funds to guarantee the oversight roles, mandate and responsibility of CHRAGG.

## 2.4 Review of Relevant Documents

CHRAGG being the National Human Rights Institution is required to align its plan with national, regional and international human rights provisions and standards as well as development programmes and priorities. Tanzania has ratified several International and Regional Human Rights Instruments and became a member of African Peers Review Mechanism (APRM)<sup>5</sup>.

The review was done to ensure that key national, regional and international frameworks including, Tanzania National Vision 2025, Five Years Development Plan 2016/17 - 2020/21 (FYDP), Sustainable Development Goals (SDGs) and Paris Principles are mainstreamed into this Strategic Plan.

### 2.4.1 Tanzania National Vision 2025

The Tanzania Development Vision 2025 is the long-term national development plan under which Tanzania is expected to be a nation imbued with five main attributes, namely:- (i) high-quality livelihood; (ii) good governance; (iii) peace, stability and unity; (iv) a well-educated and learning society; and (v) a competitive economy capable of producing sustainable growth and shared benefits.

In the context of human rights, all attributes and targets of Vision 2025 are relevant in reinforcing the promotion and protection of the rights of the people of Tanzania. For instance, improving high-quality livelihood is a critical requirement to reinforcing economic, social and cultural rights (rights to decent work, social equity, security and education). As well as civil and political rights (right to life, equality before the law and freedom of expression) and collective rights (rights to development and self-determination).

CHRAGG is also obliged to ensure that human rights standards and principles of good governance are complied with in order to bring about peace, stability and unity in the country, being the pre-requisite for development. In that regard, CHRAGG is one of the key implementers of Vision 2025.

<sup>5</sup> African Peer Review Mechanism was established in 2003 by the New Partnership for Africa (NEPAD) Heads of State and Government Implementation Committee (HSGIC) as an instrument for monitoring performance in governance among Member States.



## **2.4.2 Five-Year Development Plan 2016/17 - 2020/21**

The Second Five-Year Plan (FYDP II) merges the first Five-Year Development Plan (FYDP I), 2011/12 - 2015/16 and the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA II), 2010/11 - 2014/15 - 2015/16. The purpose of merging the two plans was to improve efficiency and effectiveness in the implementation through organizing and rationalizing national resources under one framework, by addressing challenges.

The FYDP II has come up with the theme of "Nurturing Industrialization for Economic Transformation and Human Development", which captures the primary goals of the two earlier Plans. It focuses on implementing the aspects of Vision 2025 which aims at transforming Tanzania into a middle income, semi-industrialized and improving quality of life and human well-being by 2025.

A review of the industrialization goals by the FYDP II shows among other things that the government aims at having industries that will create mass employment for Tanzanians. However, FYDP II should be implemented in the context of a human rights-based approach.

This Strategic Plan focuses on aligning the role of the FYDP II (i.e. creation of jobs, application of technology, availability of financial services, creation of markets, infrastructure, labour and other similar roles) with impacts which have a direct relationship with human rights, especially on labour and workers' rights. CHRAGG will continue to promote and enhance human rights for all in order to maintain peace and advocate for the improvement of the quality of life and human well-being.

## **2.4.3 Sustainable Development Goals**

These are 17 global goals approved by the UN General Assembly in September 2015, which are closely interlinked with the human rights agenda and contribute to the realization of human rights. Human rights instruments and mechanisms provide an essential framework for the implementation of these goals.

Goal 16 advocates for peace, justice and strong institutions. It also includes an indicator of the “Existence of independent National Human Rights Institutions in compliance with the Paris Principles”. This indicator puts the NHRIs in the forefront of the global efforts to bringing about peace and justice.

CHRAGG being the NHRI plays a crucial role in the implementation of SDGs, including analysing and monitoring as well as assessing the human rights implications of specific actions. Within this framework, CHRAGG will advise the government and other stakeholders to apply a human rights-based approach in the implementation of the Development Plans.

Also, CHRAGG shall continue to promote transparent and inclusive processes for participation and consultation in the development of national strategies to achieve the SDGs.

CHRAGG Strategic Plan puts in place systems and mechanisms which will improve its capacity to enhance services delivery, access to justice and promote awareness of human rights aspects of SDGs to the duty bearers, rights-holders, and society.

#### **2.4.4 Paris Principles**

These are set of international standards which frame and guide the work of the National Human Rights Institutions adopted by United Nations General Assembly in 1993 to ensure that NHRIs discharge their functions effectively<sup>6</sup>.

## **2.5 Performance Review**

### **Overview**

This section presents the review of the five strategic objectives stipulated in the Strategic Plan 2010/11 - 2014/15. It analyzes the achievements and constraints for future directions.

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<sup>6</sup> Principles relating to the Status of National Institutions (The Paris Principles).

## **Objective 1: Stakeholders Awareness and Understanding of Human Rights and Good Governance Increased**

For the past five years, CHRAGG conducted promotional initiatives to raise public awareness and understanding of human rights and principles of good governance among the public and other stakeholders. Some of the achievements include:-

- i)** Knowledge of human rights and principles of good governance among the general public, schools, colleges, media, law enforcers increased; and
- ii)** Adherence to human rights standards and principles of good governance by state and non-state actors improved.

However, the achievements mentioned above faced challenges. Some of the challenges encountered included:-

- i)** Inadequate funding affected effective implementation of awareness programmes;
- ii)** Insufficient working relationship between CHRAGG and other human rights and good governance stakeholders including CSOs;
- iii)** Lack of stakeholders engagement strategy; and
- iv)** Inadequate capacity on human rights and good governance, and on emerging contemporary issues for CHRAGG staff and other stakeholders.

For further improvement, the following interventions are planned in this new five-year strategic plan:-

- i)** Develop effective resource mobilization strategy for further public awareness;
- ii)** Develop a vibrant stakeholders engagement strategy;
- iii)** Build capacity on human rights and good governance, and on emerging contemporary issues for CHRAGG staff and stakeholders; and
- iv)** Strengthen alternative outreach programmes which require fewer resources.

## **Objective 2: Abuses and Violations Research and Prevention and Complaints Resolution Strengthened**

This objective was set to reflect the core functions of CHRAGG for investigating complaints and conducting research into human rights violations and abuse of power. In the five years period CHRAGG recorded a number of achievements including:-

- i)** Victims of abuses and violation of human rights have a place to air their complaints and being heard;
- ii)** Realization of human rights through complaints handling mechanisms;
- iii)** The situation of human rights in places of detention improved; and
- iv)** Positive approach towards addressing land disputes by stakeholders.

Challenges encountered in the realization of this objective include:-

- i)** Non-compliance to CHRAGG's recommendations by some authorities;
- ii)** Inadequate knowledge of the CHRAGG mandates by some of the stakeholders; and
- iii)** Delay in resolution of complaints due to inadequate technology, limited accessibility of CHRAGG's services and financial resources.

The following strategies are planned in this 2018/19 - 2022/23 Strategic Plan:-

- i)** Develop an effective mechanism for follow-up on the implementation of the recommendations;
- ii)** Enhance easy accessibility of Commission's services;
- iii)** Use of technology; and
- iv)** Develop effective resource mobilization strategy.

**Objective 3: National Outreach and Policy Advice on Human Rights and Good Governance Enhanced**

This objective aimed at building and implementing strategies for expanding outreach and analysing government policies, bills, programmes and other initiatives to ensure compliance with human rights standards and good governance principles and advise the respective authorities accordingly. A number of achievements were recorded including:-

- i) Increased accessibility of CHRAGG's services in Zanzibar following the opening of a branch office in Pemba; and
- ii) Citizens' rights at grassroots realized through collaboration between CHRAGG and stakeholders, namely CSOs and LGAs.

Despite the above achievements, the analysis shows that the objective of providing policy advice was inadequate to bring about an impact. On the other hand, inadequate resources hindered accomplishment of the initiative of establishing three new branch offices for effective implementation of outreach programmes.

In this strategic plan, the above objective has been broadened; and the issue of policy advice will be one of the targets. Furthermore, CHRAGG intends to engage more Local Government Authorities through their existing standing committees in the outreach programmes.

**Objective 4: Collaboration and Networking with National, Regional and International Stakeholders on Human Rights and Good Governance Enhanced**

This objective intended to monitor compliance with national, regional and international human rights instruments; and facilitate active participation in human rights and good governance fora and extend cooperation with Human Rights Institutions in other countries. Also to develop and implement a general strategy for collaboration and networking with national, regional and international stake holders, including advocating for mainstreaming of activities to promote human rights and good governance.

Achievements in this objective include:-

- i) CHRAGG has maintained Status "A" reputation issued by the Global Alliance of National Human Rights Institutions (GANHRI) which signifies that Tanzania respects human rights of its people<sup>7</sup>;
- ii) The capacity of CHRAGG staff improved through training and sharing of experiences with other human rights institutions, hence enhanced service delivery; and
- iii) An improved situation of human rights in the country as the result of the fulfilment of obligations under International and Regional Mechanisms.

Having noted the above achievements, it is worth noting that CHRAGG also had financial constraints in fulfilling the above objective effectively. In this 2018/19 - 2022/23 strategic plan the shortfall will be addressed through developing an effective resource mobilization and stakeholders engagement strategy.

#### **Objective 5: The Commission's Service Delivery Capacity Strengthened**

In the outgoing five-year strategy plan, the Commission was required to implement a number of initiatives under this objective, including:-

- i) Reviewing the legal framework of the Commission for the purpose of strengthening its legal powers;
- ii) Reviewing the criteria and process for appointment of Commissioners;
- iii) The comprehensive review of the Organizational Structure – at headquarters, Zanzibar Office and Branch levels;
- iv) Strengthening staff deployment and recruitment;
- v) Strengthening staff skills training;
- vi) Strengthening the performance management systems;

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<sup>7</sup> Status "A" is the highest grade in compliance with Paris Principles.

- vii)** Strengthening Commissioners and staff morale and commitment;
- viii)** Improving working facilities at headquarters and Zonal Offices;
- ix)** Expanding office space;
- x)** Strengthening the operational powers of zonal offices;
- xi)** Improving internal and external communication and public relations;
- xii)** Promoting the strategic use of ICT; and
- xiii)** Ensuring efficient and effective financial resources mobilization, utilization and control.

This objective was not fully implemented. However, CHRAGG maintained its reputation by serving its clients timely and effectively. Despite this achievement, CHRAGG faced the following challenges in implementing the objective effectively:-

- i)** Inadequate financial resources;
- ii)** Insufficient working facilities; and
- iii)** Low level of morale for some staff due to inadequate financial resources.

The above-mentioned challenges have been addressed in this plan through an effective resource mobilization strategy.

## **2.6 Recent Initiatives**

Despite the fact that operations of CHRAGG were guided by the above strategic objectives, there were new initiatives that were implemented, which were not part of the previous plan. These were:-

- i)** Preparation and implementation of NHRAP, being the fulfilment of the Vienna Declaration on Programme of Action, 1993;
- ii)** Development and implementation of programmes on indigenous people and persons with albinism following increase in demand for protection of special rights;

- iii) Development of a Programme on Countering Violent Extremism as a result of emerging collective rights; and
- iv) Implementation of National Baseline Assessment on Business and Human Rights as an emerging human right issue.

## 2.7 Strengths, Weaknesses, Opportunities and Challenges (SWOC)

In determining the current situation of the Commission, a SWOC analysis was undertaken to determine strengths and weaknesses in relation to possible opportunities and challenges. The exercise revealed the following:

### 2.7.1 Strengths

- i) The Commission is an independent department of the Government established by the Constitution of the United Republic of Tanzania (URT)<sup>8</sup> and its enabling Act<sup>9</sup>;
- ii) Presence of full-time Commissioners, Directors and permanent and pensionable employees with diverse skills, experiences and teamwork spirit;
- iii) Effective financial control mechanism;
- iv) A progressive relationship with stakeholders (Local, Regional, International and development partners);
- v) Use of Case Management System and SMS in handling complaints;
- vi) Presence of five (5) offices in Dar es Salaam, Zanzibar, Lindi, Pemba and Mwanza regions;
- vii) The existence of human rights and good governance learning manuals;

<sup>8</sup> The Constitution of the URT of 1977 as amended by Act No. 3 of 2000

<sup>9</sup> The Commission for Human Rights and Good Governance Act No. 7 of 2001 (CAP 391 of the Laws of Tanzania)



- viii) The existence of National Human Rights Action Plan;
- ix) User-friendly complaints handling procedures;
- x) Division of work on thematic areas;
- xi) Active membership in international and regional institutions;  
and
- xii) Being an "A" status NHRI.

### 2.7.2 Weaknesses

- i) Inadequate incentives for morale and motivation;
- ii) Shortage of human resources, physical resources like vehicles, computers and other working facilities;
- iii) Limited accessibility of the Commission's services due to the presence of few branch offices compared to the geographical size of the country;
- iv) Inefficient data management and reporting system;
- v) Outdated Organization Structure and Clients Service Charter;
- vi) Inadequate skills in record management, lobbying and advocacy;
- vii) Limited ICT capacity;
- viii) Circumspection in discharging CHRAGG legal powers;
- ix) Inadequate financial resources for human resources development and training; and
- x) Ineffective lobbying, advocacy and stakeholders engagement strategy.

### 2.7.3 Opportunities

- i) The availability of labour force with diverse professional background in the market;
- ii) Willingness and readiness of Development Partners to support the Commission;
- iii) Presence of Financial guidelines and regulations;
- iv) The availability of ICT broadband, electronic financial systems, OPRAS, Mobile service providers;
- v) Presence of different avenues for complaints handling within the enabling Act;
- vi) High public demand for services offered by the Commission;
- vii) The existence of the Bill of Rights in the Constitution;
- viii) Presence of National strategies and policies which address issues of human rights and good governance;
- ix) The availability of avenues with high-level decision makers;
- x) Presence of the common language, peace and cultural integration;
- xi) A free environment for CSOs to operate;
- xii) Presence of a system for influencing domestication of international standards, monitoring and reporting mechanism;
- xiii) Room to formalized relationship with national and international organizations via MoUs.

### 2.7.4 Challenges

- i) Low level of awareness on human rights and good governance among the public;

- ii)** Delay in approval of Guidelines, Procedures for complaints handling and Regulations for enforcement of CHRAGG recommendations;
- iii)** Delay in filling vacant duty posts;
- iv)** Non-compliance with some of the CHRAGG's recommendations;
- v)** Vast geographical area and infrastructure of the country against CHRAGG limited resources;
- vi)** Delay in the disbursement of funds from the government;
- vii)** Limited resources to deploy staff to branch offices;
- viii)** Delayed feedback from respondents;
- ix)** Inadequate funding;
- x)** Inadequate accessibility of CHRAGG due to fewer branch offices;
- xi)** The current Organization Structure has no clear reporting structure between Head Office and branches and Zanzibar Office;
- xii)** Low level of public awareness on the appellate procedure of CHRAGG decisions;
- xiii)** The absence of legal provision for CHRAGG's reports to be discussed before the National Assembly;
- xiv)** The Law is silent on staggering of the Commissioners' office tenure;
- xv)** Cultural barriers especially to women in lodging complaints;
- xvi)** Inadequate office space;

**xvii)** Weak implementation of CHRAGG visibility and communication strategy; and

**xviii)** Some human rights international instruments not yet ratified by the government.

## 2.8 Stakeholders' Analysis

In order to understand how the CHRAGG offers its services to the public, it is necessary to consider various CHRAGG stakeholders and their expectations. The following is a summary of services offered by the Commission and stakeholders' expectations.

**Table 2.1: Analysis of Key Stakeholders and Expectations**

S/N	Stakeholder	Services offered by CHRAGG	Stakeholders' expectations
1.	General Public	Determination of complaints concerning violation of HRs and GG principles	<ul style="list-style-type: none"> <li>▪ Effective remedy</li> <li>▪ Timely response</li> <li>▪ Professionalism</li> <li>▪ Confidentiality</li> <li>▪ High level knowledge</li> </ul>
		Education on human rights and good governance	<ul style="list-style-type: none"> <li>▪ Relevant, current and well packed</li> <li>▪ High level of awareness on HRs and GG</li> </ul>
		Information on human rights and good governance	<ul style="list-style-type: none"> <li>▪ Accurate, reliable, relevant, clear, timely and accessible information</li> </ul>
		Legal assistance, counseling and advisory services	<ul style="list-style-type: none"> <li>▪ Relevant, user-friendly and timely</li> <li>▪ Confidentiality</li> <li>▪ Free services</li> </ul>
2.	Government	Technical advice on HRs and GG issues	<ul style="list-style-type: none"> <li>▪ Timely, relevant and professional advice</li> </ul>
		Information on human rights and good governance	<ul style="list-style-type: none"> <li>▪ Accurate, reliable, relevant, clear, timely and accessible information</li> </ul>
		Recommendations on bills, legislation and international instruments	<ul style="list-style-type: none"> <li>▪ Credible and timely recommendations</li> </ul>

3.	Parliament	Recommendations on bills and legislation	<ul style="list-style-type: none"> <li>▪ Timely recommendations</li> </ul>
		Awareness creation	<ul style="list-style-type: none"> <li>▪ Relevant, timely, and well packed</li> </ul>
		Reports	<ul style="list-style-type: none"> <li>▪ Accurate, clear and timely</li> </ul>
		Response to parliamentary queries and questions	<ul style="list-style-type: none"> <li>▪ Accurate and timely response</li> </ul>
4.	Civil Society Organisations (CBOs, NGOs, FBOs)	Coordination of forums, meetings, trainings	<ul style="list-style-type: none"> <li>▪ Effective collaboration, sharing of experiences and engagement</li> </ul>
		Awareness	<ul style="list-style-type: none"> <li>▪ Relevant, timely and well packed</li> </ul>
		Information	<ul style="list-style-type: none"> <li>▪ Accurate, reliable, relevant, clear, timely and accessible information</li> </ul>
		Guidelines	<ul style="list-style-type: none"> <li>▪ Clear, relevant and user-friendly guidelines</li> </ul>
		Build capacity on HRs and GG principles	<ul style="list-style-type: none"> <li>▪ Relevant and timely</li> </ul>
5.	Development Partners	Information	<ul style="list-style-type: none"> <li>▪ Accurate, reliable, relevant, clear, timely and accessible information</li> </ul>
		Collaboration	<ul style="list-style-type: none"> <li>▪ Effective collaboration</li> <li>▪ Adherence to Paris Principles</li> <li>▪ Collaboration in performing CHRAGG functions</li> <li>▪ Neutrality and pro-activeness</li> <li>▪ Timely fulfillment of commitments</li> <li>▪ Timely and regular reports</li> <li>▪ Judicious use of resources</li> <li>▪ Professionalism</li> </ul>
6.	Judiciary	Training	<ul style="list-style-type: none"> <li>▪ Knowledge of Human Rights and Good Governance</li> </ul>
		Information	<ul style="list-style-type: none"> <li>▪ Accurate, reliable, relevant, clear, timely and accessible information</li> </ul>
7.	Academia	Information	<ul style="list-style-type: none"> <li>▪ Accurate, reliable, relevant, clear, timely and accessible information</li> </ul>
		Mentorship	<ul style="list-style-type: none"> <li>▪ Accurate, precise, reliable, effective and relevant mentorship</li> </ul>
8.	CHRAGG Employees	Remuneration	<ul style="list-style-type: none"> <li>▪ Attractive and adequate</li> <li>▪ Conducive working environment</li> <li>▪ Timely payments and provision of working tools</li> </ul>
		Incentives	<ul style="list-style-type: none"> <li>▪ Adequate and attractive</li> </ul>
		Capacity building	<ul style="list-style-type: none"> <li>▪ Relevant and timely</li> </ul>
		Information	<ul style="list-style-type: none"> <li>▪ Accurate, reliable, relevant, clear, timely and accessible information</li> </ul>

9.	Police Force	<p>Education and information on HRs and GG principles.</p> <p>Advise on issues of human rights and good governance.</p> <p>Visit of detention facilities.</p>	<ul style="list-style-type: none"> <li>▪ Seminar and training on how to comply with laws and HRs standards in their duties</li> <li>▪ Address remandees rights</li> <li>▪ Collaboration with the CHRAGG to ensure that society adhere to HRs standards and GG principles</li> <li>▪ Recommendation to improve human rights standards in cells</li> </ul>
10.	Prison Department	<p>Education and information on HRs and GG principles.</p> <p>Advise on issues of HRs and GG.</p> <p>Visit of detention facilities.</p>	<ul style="list-style-type: none"> <li>▪ Address remandees and prisoners' rights</li> <li>▪ Seminar and training on HRs and GG to staff</li> <li>▪ Recommendations to improve the HRs standards in prisons</li> <li>▪ Easy access and timely remedy</li> <li>▪ Counseling.</li> </ul>
11.	Media	<p>Education and information on human rights and good governance principles.</p> <p>Advice on human rights reporting standards.</p>	<ul style="list-style-type: none"> <li>▪ HRs and GG information</li> <li>▪ Seminars and training on HRs and GG</li> <li>▪ Press releases on HRs and GG issues</li> <li>▪ Mouth of the voiceless</li> <li>▪ Spearhead advocacy for conducive working environment for the media.</li> </ul>
12.	Local Government Authorities	<p>Education and information on HRs and GG principles.</p> <p>Advice on HR issues.</p> <p>Analysis of by-laws and provision of recommendations on adherence to HRs standards and GG principles.</p>	<ul style="list-style-type: none"> <li>▪ HRs and GG information</li> <li>▪ Fora, Seminars and training on HRs and GG</li> <li>▪ Credible and timely recommendations to improve by-laws.</li> </ul>
13.	Prisoners and Remandees	<p>Visits to prison and remand facilities</p> <p>Legal advice.</p>	<ul style="list-style-type: none"> <li>▪ Improvements of conditions in prisons and cells</li> </ul>
14.	Business Partners	<p>HRs and GG education</p> <p>Investigation and recommendations.</p>	<ul style="list-style-type: none"> <li>▪ Advocacy for new legislations, policies and regulations</li> <li>▪ A conducive working environment which promotes and protects human rights</li> </ul>
15.	Socially disadvantaged groups	<p>HRs and GG education</p> <p>Investigation and recommendations.</p>	<ul style="list-style-type: none"> <li>▪ Advocacy for new laws, policies and regulations</li> <li>▪ Drafting of legal documents and representation before the Court of Law</li> <li>▪ Awareness of rights and duties.</li> </ul>

## 2.9 Critical Issues

- i) Increasing the capacity of CHRAGG to reach-out to the broader population in the country;
- ii) Increasing and improving human rights and good governance awareness and advocacy programs;
- iii) Strengthening Complaints Handling Mechanism, including Case Management System;
- iv) Strengthening Commission's legal framework;
- v) Improving cooperation and collaboration with stakeholders;
- vi) Improving Monitoring and Evaluation function for result-based management;
- vii) Strengthening research on human rights violation and contravention of principles of good governance;
- viii) Improving performance management system;
- ix) Strengthening ICT and automate Commission's operations; and
- x) Building the capacity of staff, improving the working environment and improving resources.

# CHAPTER THREE

## THE STRATEGIC PLAN

### Overview

This chapter presents vision, mission, core values, strategic objectives, strategies and targets for the five-year (2018/19 - 2022/23) Strategic Plan.

### 3.1 Vision, Mission and Core Values

#### 3.1.1 Vision

*A society with a culture of respecting human rights, principles of good governance and human dignity.*

#### 3.1.2 Mission

*To spearhead promotion, protection and preservation of human rights, principles of good governance for all people in collaboration with stakeholders.*

#### 3.1.3 Core Values

The values of the Commission are:-

##### i) Integrity

The Commission in its functions will strive to uphold fairness, trustfulness and openness in promoting and protecting human rights and principles of good governance within the country.

##### ii) Accountability

The Commission is committed to being accountable to its stakeholders regarding its actions and decisions on available resources.

##### iii) Confidentiality

The Commission assures its clients that their communications will be confidential. The Commission inspires a culture of confidentiality among its employees and assures clients, complainants, witnesses, whistle-blowers and others that any information that is relayed will not be disclosed or used for other purposes except for investigation process.



#### **iv) Quality and timely service delivery**

The Commission is committed to delivering quality services as per the set standards which will satisfy clients and encourage them to send feedback. The Commission will continuously build capacities of its employees for updating their skills and will always improve its services.

### **3.2 Strategic Objectives**

This SP presents five Strategic Objectives that CHRAGG will pursue in the next five years from 2018 to 2023:

- A.** HIV/AIDS Infections Reduced and Supportive Services Improved;
- B.** National Anti-corruption Strategy Implementation Enhanced and Sustained;
- C.** Human Rights and Principles of Good Governance Promotion Enhanced;
- D.** Human Rights and Principles of Good Governance Protection Improved; and
- E.** Capacity of Commission to Deliver Services Improved.

#### **3.2.1 Strategic Objective A: HIV/AIDS Infections Reduced and Supportive Services Improved**

##### **Rationale**

The National Policy on HIV/AIDS requires various sectors to provide prevention, care and support to people living with HIV/AIDS within their sphere of operations<sup>10</sup>. In fulfilment of this policy requirement, the Commission has to undertake various steps in reducing the spread of HIV/AIDS infections and minimize its impact on individuals and family members of its employees and as well as to the society in general. Thus there is a need to improve services for the employees living with HIV/AIDS and use available approaches and opportunities to prevent new infections countrywide.

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<sup>10</sup> National Policy on HIV/AIDS 2001

Furthermore, CHRAGG as the NHRI has a crucial role in supporting the Government to meet human rights obligations in relation to HIV/AIDS and in monitoring the progress of human rights in response to the epidemic. In this regard, CHRAGG has the responsibility in assisting rights holders, such as people living with HIV/AIDS and those vulnerable to infection in claiming their rights to non-discrimination; information on HIV/AIDS prevention; education; modalities and services; freedom from sexual coercion and violence; and to HIV/AIDS treatment.

The Commission also has the role to ensure that key groups facing stigma and discrimination are informed about its existence, its jurisdiction and functions in a language that is easy to understand.

### **3.2.1.1 Strategies**

- i)** Improve supportive services to CHRAGG staff and their families infected/affected by HIV/AIDS;
- ii)** Undertake preventive HIV/AIDS measures to create awareness for reducing the rate of infection;
- iii)** Analyse and recommend for review HIV/AIDS related bills and legislations to ensure that they do not contradict regional and international human rights standards and obligations accepted by member states;
- iv)** Ensure that key groups facing stigma and discrimination are informed about CHRAGG, its jurisdiction and functions; and
- v)** Ensure that CHRAGG is accessible to individuals and groups living with or affected by HIV/AIDS.

### **3.2.1.2 Targets**

- i)** Treatment, care and support provided to all HIV/AIDS infected CHRAGG staff and their families by June, 2023;
- ii)** HIV/AIDS competency of all CHRAGG staff built by June, 2023;
- iii)** HIV/AIDS related bills and legislations analysed and

recommended for review to ensure they comply with regional and international human rights standards and obligations by June, 2023;

- iv) Key groups facing stigma and discrimination are aware of CHRAGG, its jurisdiction and functions by June, 2023; and
- v) Persons living with or affected by HIV/AIDS are accessing CHRAGG services by June, 2023.

### **3.2.1.3 Key Performance Indicators**

- i) Percentage of HIV/AIDS infected staff and their families provided with treatment, care and support;
- ii) Number of the staff made aware of HIV/AIDS;
- iii) Number of bills and legislations impacting on HIV/AIDS analysed and recommended for review;
- iv) Level of CHRAGG participation in the review of bills and legislations that have an impact on HIV/AIDS;
- v) Percentage increase of persons from key groups facing stigma and discrimination who are aware of CHRAGG, its jurisdiction and functions; and
- vi) Number of persons living with or affected by HIV/AIDS accessing CHRAGG services.

### **3.2.2 Strategic Objective B: National Anti-corruption Strategy Implementation Enhanced and Sustained**

#### **Rationale**

The Anti-corruption Strategy III of 2017 – 2022 is an ongoing Government initiative for preventing and combating corruption to strengthen good governance across all sectors. It obliges various government sectors to participate in the implementation process actively. The CHRAGG therefore, will continue to create awareness

among its employees and the public, and will engage all other stakeholders in preventing and combating corruption. In its five years plan the promotive actions that focus on preventing and combating corruption as stipulated in the National Anti-corruption Strategy will be implemented in an efficient, transparent and accountable manner through the following strategy:

### **3.2.2.1 Strategy**

- i) Institutionalize National Anti-corruption strategy.

### **3.2.2.2 Target**

- i) National Anti-corruption strategy customized and implemented by June, 2023.

### **3.2.2.3 Key Performance Indicators**

- i) Number of corruption incidences reported against CHRAGG staff; and
- ii) Number of measures instituted to prevent and respond to corruption incidences at CHRAGG.

## **3.2.3 Strategic Objective C: Human Rights and Principles of Good Governance Promotion Enhanced**

### **Rationale**

This objective is one of the core mandates as provided under Article 130(1) (a) of the Constitution of the United Republic of Tanzania, 1977 and Section 6(1) of the CHRAGG's Act Cap. 391, which empowers the Commission to promote human rights and principles of good governance.

Human rights promotion is centred on increasing understanding of the issues of human rights and principles of good governance among leaders and the general public. It is based on the premise that if the public understands principles of good governance, human rights and the duties imposed upon them to respect the rights of others, shall result in a change of behaviour, which ultimately minimizes violations of human rights and contravention of principles of good governance.

From this perspective, CHRAGG will conduct human rights and good governance education programmes with a view of sensitizing the public on human rights and good governance as well as on the powers and functions of CHRAGG to foster a culture of respect for human rights, human dignity and principles of good governance.

CHRAGG also understands that its broad mandates of promoting and improving human rights situation in the country need to be complemented with efforts of other stakeholders. As such CHRAGG intends to enhance collaboration with national, regional and international stakeholders.

### **3.2.3.1 Strategies**

- i)** Increase public awareness on human rights and administrative justice;
- ii)** Strengthen cooperation and collaboration with stakeholders; and
- iii)** Improve human rights and good governance information and documentation.

### **3.2.3.2 Targets**

- i)** 100% of vulnerable people who visit and/or submit complaints to CHRAGG provided with legal aid annually;
- ii)** 80% of paralegals empowered with human rights, administrative justice principles and legal knowledge by June, 2023;
- iii)** 50% of the Tanzanian population sensitized on matters of human rights and good governance by June, 2023;
- iv)** 10 training sessions on thematic human rights issues to government officials, political leaders, law enforcers and CSOs conducted annually;

- v) 10 advocacy programs on emerging human rights and good governance issues conducted annually to relevant parties;
- vi) 80% of reporting obligations to regional and international human rights mechanisms fulfilled annually;
- vii) Stakeholders Engagement Strategy operationalized by June, 2023;
- viii) All LGAs established Human Rights Standing Committees in their structures by June, 2023;
- ix) 80% of NHRAP activities mainstreamed in MDAs and LGAs action plans by June, 2023;
- x) Updated information on human rights and good governance generated annually; and
- xi) One documentation centre established and operationalized in four branch offices by June, 2023.

### **3.2.3.3 Key Performance Indicators**

- i) Percentage of vulnerable people provided with legal aid;
- ii) Percentage of paralegals empowered with human rights, administrative justice principles and legal knowledge;
- iii) Percentage of Tanzania population aware of human rights and good governance;
- iv) Number of training sessions on thematic human rights issues to government officials, political leaders, law enforcers and CSO members conducted;
- v) Number of advocacy programs on emerging human rights and good governance issues conducted;
- vi) Percentage of reports submitted to various mechanisms;

- vii) Percentage of Stakeholders Engagement Strategy activities implemented;
- viii) Number of LGAs with functional Human Rights Standing Committees;
- ix) Percentage of NHRAP activities mainstreamed in MDAs and LGAs action plans;
- x) Number of information on human rights and good governance generated; and
- xi) Number of documentation centres established and operationalized.

### **3.2.4 Strategic Objective D: Human Rights and Principles of Good Governance Protection Improved**

#### **Rationale**

This objective is crucial in addressing violations of fundamental rights and contravention of principles of good governance through monitoring, investigation, mediation and seeking redress through courts of law. CHRAGG intends to strengthen its protective mandate by adopting strategic initiatives for improvement of complaints handling mechanisms and ensure compliance with human rights standards and principles of good governance. The Commission will attain this objective through the following strategies:

#### **3.2.4.1 Strategies**

- i) Improve human rights and principles of good governance complaints handling; and
- ii) Monitor compliance with human rights standards and principles of good governance.

#### **3.2.4.2 Targets**

- i) 100% of lodged complaints registered and their admission determined annually;
- ii) 80% of newly registered complaints on human rights violations determined annually;

- iii) 100% of human rights backlog complaints determined annually;
- iv) 80% of newly registered complaints on contravention of principles of good governance resolved annually;
- v) 100% of administrative justice backlog complaints determined annually;
- vi) Five cases on violation of human rights and contravention of principles of good governance instituted by June, 2023;
- vii) Implementation of all CHRAGG recommendations monitored annually;
- viii) Compliance with the principles of good governance on land rights, labour standards and election processes increased by 70% by June, 2023;
- ix) 100% of identified issues on violation of human rights and contravention of principles of good governance monitored annually;
- x) 10 policies, bills and legislations analysed and recommendations submitted to respective authorities annually;
- xi) Three international human rights instruments studied and reports submitted to the respective authorities annually;
- xii) 65% of prisons and detention facilities assessed and recommendations for compliance with human rights standards submitted to respective authorities annually by June, 2023; and
- xiii) Compliance with human rights standards concerning vulnerable groups monitored by 70% annually.

### **3.2.4.3 Key Performance Indicators**

- i) Percentage of complaints lodged and registered;
- ii) Percentage of admitted complaints;



- iii)** Percentage of newly registered complaints on human rights violations determined;
- iv)** Percentage of human rights backlog complaints determined;
- v)** Percentage of newly registered complaints on contravention of principles of good governance resolved;
- vi)** Percentage of administrative justice backlog complaints determined.
- vii)** Number of cases on violation of human rights and contravention of principles of good governance instituted;
- viii)** Number of CHRAGG recommendations implemented by authorities and individuals;
- ix)** Level of compliance with principles of good governance and human rights standards;
- x)** Percentage of identified issues on violation of human rights and contravention of principles of good governance monitored;
- xi)** Number of policies, bills and regulations analysed and recommended for review;
- xii)** Number of instruments studied and recommended for ratification;
- xiii)** Percentage of prisons and detention facilities assessed; and recommendation reports submitted to authorities; and
- xiv)** Level of compliance with human rights standards concerning vulnerable groups.

### **3.2.5 Strategic Objective E: Capacity of Commission to Deliver Services Improved**

#### **Rationale**

This objective intends to improve capacity in service delivery through addressing critical aspects including staffing issues, management systems and working environment as well as consolidating financial resource base. The interventions strive to meet client satisfaction through continually employing qualified and competent staff as well as training the available staff to effectively perform their duties and deliver quality services to the public. It also involves acquiring and maintaining working facilities and equipment and updating procedures and systems. The following strategies and targets are planned for the five years period of the SP.

#### **3.2.5.1 Strategies**

- i)** Strengthen human and financial management resources;
- ii)** Improve management systems and processes;
- iii)** Improve working environment; and
- iv)** Improve accessibility to Commission services.

#### **3.2.5.2 Targets**

- i)** Human resource management plans developed and implemented by June, 2023;
- ii)** 80% of the required financial resources mobilized annually;
- iii)** Monitoring and evaluation of CHRAGG systems operationalized by June, 2023;
- iv)** Financial regulations, guidelines and procedures reviewed and implemented annually;
- v)** CHRAGG's operations audited annually;
- vi)** CHRAGG's annual procurement plan developed and implemented;

- vii)** Computerized Case Management System fully operationalized in all branches by June, 2023;
- viii)** Inventory management system fully computerized by June, 2023;
- ix)** Legal Framework and ten (10) Guidelines for Complaints Handling updated by June, 2023;
- x)** ICT policies and information security systems developed and implemented by June, 2023;
- xi)** Communication Strategy revised and operationalized by June, 2023;
- xii)** Administration services facilitated by 100% annually; and
- xiii)** Three (3) branch offices established and operationalized by June, 2023.

### **3.2.5.3 Key Performance Indicators**

- i)** Number of human resource management plans developed and implemented;
- ii)** Percentage of required financial resources mobilized;
- iii)** Percentage of CHRAGG systems monitored and evaluated;
- iv)** Number of financial regulations, guidelines and procedures reviewed and implemented;
- v)** Percentage of CHRAGG operations audited;
- vi)** Percentage of suppliers and users satisfied with procurement services;
- vii)** Number of CHRAGG offices using Computerized Case Management System;

- viii)** Percentage of CHRAGG assets managed through a computerized inventory system;
- ix)** Number of CHRAGG Legal Frameworks updated;
- x)** Number of Complaints Handling Guidelines updated;
- xi)** Number of ICT policies and information security systems developed and implemented;
- xii)** Percentage of Communication Strategy activities implemented;
- xiii)** Percentage of employees and clients satisfied with CHRAGG administration services; and
- xiv)** Number of branch offices established and operationalized.

## CHAPTER FOUR

### RESULT FRAMEWORK

#### 4.1 Purpose and Structure

This chapter shows how the results envisaged in the CHRAGG Strategic Plan will be measured. The chapter presents the overall Development Objective, Results Chain, Results Framework Matrix, Monitoring Plan, Planned Reviews, Evaluation Plan and the Reporting Plan.

#### 4.2 Development Objective

The governing development objective of CHRAGG is “**enhanced peace and justice**”<sup>11</sup> that represents the highest level of results envisioned by CHRAGG. However, other human rights and good governance players also significantly contribute towards the achievement of this objective. Apart from other key players' contributions, the achievement of this development objective will be influenced by the level of achievements in the CHRAGG core objectives of protection and promotion of human rights and principles of good governance.

#### 4.3 Results Chain

CHRAGG Results Chain consists of outcomes, outputs, activities and inputs which shall broadly contribute to the achievement of the goals of the five-year National Development Plan 2016/17 - 2020/21 and ultimately to Vision 2025. The objectives and targets are found in the narrative section of the Strategic Plan while activities and respective inputs will be found in the Medium-Term Expenditure Framework (MTEF)<sup>12</sup>.

#### 4.4 Result Framework Matrix

The Result Framework Matrix is designed to show how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and

<sup>11</sup> The Tanzania Vision 2025 attribute 1.2.2 advocates for “peace, stability and unity”

<sup>12</sup> The MTEF serves as a tool for allocating public resources in line with strategic objectives and related specific activities.

objectives. The matrix contains CHRAGG's overall development objective, objective codes, medium-term objectives, intermediate outcomes and outcome indicators as detailed below:

**Table 4.1: Result Framework**

Development Objective	Objective Code	Objective	Planned Outcome	Key Performance Indicators
Enhanced justice and peace	A	HIV/AIDS infections reduced and Supportive Services Improved.	<ul style="list-style-type: none"> <li>i) Increased competency of all CHRAGG staff on HIV/AIDS by June, 2023</li> <li>ii) Increased provision of treatment, care and support to HIV/AIDS infected CHRAGG staff and their families by June, 2023</li> <li>iii) Zero infection of HIV/AIDS</li> <li>iv) Increased level of awareness of HIV/AIDS</li> <li>v) Increased staff HIV/AIDS voluntary testing</li> <li>vi) Increased level of satisfaction with supportive services</li> <li>vii) Adherence to national, regional and international standards related to HIV/AIDS</li> <li>viii) Increased awareness on rights of persons living with or affected by HIV/AIDS</li> <li>ix) Access to CHRAGG services by people affected/infected with HIV/AIDS improved.</li> </ul>	<ul style="list-style-type: none"> <li>i) Percentage of HIV/AIDS infected staff and their families provided with treatment, care and support</li> <li>ii) Number of the staff made aware of HIV/AIDS</li> <li>iii) Number of bills and legislations impacting on HIV/AIDS analysed and recommended for review</li> <li>iv) Level of CHRAGG participation in review of bills and legislations that have an impact on HIV/AIDS</li> <li>v) Percentage increase of persons from key groups facing stigma and discrimination who are aware of CHRAGG, its jurisdiction and functions</li> <li>vi) Number of persons living with or affected by HIV/AIDS accessing CHRAGG services.</li> </ul>

Development Objective	Objective Code	Objective	Planned Outcome	Key Performance Indicators
	B	National Anti-corruption strategy implementation enhanced and sustained.	<ul style="list-style-type: none"> <li>i) Corruption free institution</li> <li>ii) Increased clients trust in CHRAGG</li> <li>iii) Increased staff awareness on corruption issues.</li> </ul>	<ul style="list-style-type: none"> <li>i) Number of corruption incidences reported against CHRAGG staff</li> <li>ii) Number of measures instituted to prevent and respond to corruption incidences at CHRAGG.</li> </ul>
	C	Human rights and principles of good governance promotion enhanced.	<ul style="list-style-type: none"> <li>i) Increased public awareness of human rights and good governance issues</li> <li>ii) Decreased incidences of human rights violation</li> <li>iii) Increased adherence to the principles of good governance.</li> </ul>	<ul style="list-style-type: none"> <li>i) Percentage of vulnerable people provided with legal aid</li> <li>ii) Percentage of paralegals empowered with human rights, administrative justice principles and legal knowledge</li> <li>iii) Percentage of Tanzania population aware of human rights and good governance</li> <li>iv) Number of training sessions on thematic human rights issues to government officials, political leaders, law enforcers and CSO members conducted</li> <li>v) Number of advocacy programs on emerging human rights and good governance issues conducted</li> <li>vi) Percentage of reports submitted to various mechanisms</li> <li>vii) Percentage of Stakeholders Engagement Strategy activities implemented</li> <li>viii) Number of LGAs with functional Human Rights Standing Committees</li> <li>ix) Percentage of NHRAP activities mainstreamed in MDAs and LGAs action plans</li> <li>x) Number of information on human rights and good governance generated</li> <li>xi) Number of documentation centres established and operationalized.</li> </ul>



Development Objective		Objective Code	Objective	Planned Outcome	Key Performance Indicators
		D	Human rights and principles of good governance protection improved.	<ul style="list-style-type: none"> <li>i) Timely justice</li> <li>ii) Increased compliance with human rights standards and good governance principles.</li> <li>iii) Increased realization of human rights and administrative justice.</li> </ul>	<ul style="list-style-type: none"> <li>i) Percentage of complaints lodged and registered</li> <li>ii) Percentage of admitted complaints</li> <li>iii) Percentage of newly registered complaints on human rights violations determined</li> <li>iv) Percentage of human rights backlog complaints determined</li> <li>v) Percentage of newly registered complaints on contravention of principles of good governance resolved</li> <li>vi) Percentage of administrative justice backlog complaints determined</li> <li>vii) Number of cases on violation of human rights and contravention of principles of good governance instituted</li> <li>viii) Number of CHRAGG recommendations implemented by authorities and individuals</li> <li>ix) Level of compliance with principles of good governance and human rights standards</li> <li>x) Percentage of identified issues on violation of human rights and contravention of principles of good governance monitored</li> <li>xi) Number of policies, bills and regulations analysed and recommended for review</li> <li>xii) Number of instruments studied and recommended for ratification</li> <li>xiii) Percentage of prisons and detention facilities assessed; and recommendation reports submitted to authorities</li> <li>xiv) Level of compliance with human rights standards concerning vulnerable groups.</li> </ul>

Development Objective	Objective Code	Objective	Planned Outcome	Key Performance Indicators
	E	Capacity of Commission to deliver services improved.	<ul style="list-style-type: none"> <li>i) Improved service delivery</li> <li>ii) Increased clients confidence with CHRAGG mandate</li> <li>iii) Increased clients satisfaction with the Commission's services</li> <li>iv) Improved accessibility of human rights and good governance information</li> <li>v) Increased staff motivation.</li> </ul>	<ul style="list-style-type: none"> <li>i) Number of human resource management plans developed and implemented</li> <li>ii) Percentage of required financial resources mobilized</li> <li>iii) Percentage of CHRAGG systems monitored and evaluated</li> <li>iv) Number of financial regulations, guidelines and procedures reviewed and implemented</li> <li>v) Percentage of CHRAGG operations audited</li> <li>vi) Percentage of suppliers and users satisfied with procurement services</li> <li>vii) Number of CHRAGG offices using Computerized Case Management System</li> <li>viii) Percentage of CHRAGG assets managed through a computerized inventory system</li> <li>ix) Number of CHRAGG Legal Frameworks updated</li> <li>x) Number of Complaints Handling Guidelines updated</li> <li>xi) Number of ICT policies and information security systems developed and implemented</li> <li>xii) Percentage of Communication Strategy activities implemented</li> <li>xiii) Percentage of employees and clients satisfied with CHRAGG administration services</li> <li>xiv) Number of branch offices established and operationalized.</li> </ul>

#### **4.4.1 Monitoring, Reviews and Evaluation Plan**

This part details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the strategic plan implementation cycle. The Planning Unit will internally conduct monitoring and review on a quarterly basis. The mid evaluation will also be conducted internally in the course of the implementation of this Strategic Plan, while an external evaluator will conduct the final evaluation at the end of the implementation of the plan. The purpose of monitoring, review and evaluation is to track the implementation progress of the planned objectives.

#### **4.4.2 Monitoring Plan**

The monitoring plan consists of indicators and their descriptions, baseline data for each indicator, indicator target values, data collection and methods of analysis, indicator reporting frequency and officers responsible for data collection, analysis and reporting. Outcome indicators will be monitored and reported as per hereunder detailed plan:

**Table 4.2: Monitoring Plan Framework**

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Means of Verification	Frequency of Reporting	Responsible
			Date	Value	Year					Data Source	Data Collection Instruments & Methods	Frequency of Data Collection				
					1	2	3	4	5							
1.	Percentage of HIV/AIDS infected staff and their families provided with treatment, care and support.	This aims at measuring the extent to which HIV/AIDS treatment, care and supportive services are available. This will be obtained by comparing responses from the beneficiaries, i.e. A/B*100 where: A = number of respondents living with HIV/AIDS who are accessing services and B total number of respondents.	2017	100%	100%	100%	100%	100%	100%	100%	CHRAGG HIV/AIDS reports	Survey Interview Questionnaire	Annually	Primary data	Annually	DAHRM
2.	Number of the staff made aware of HIV/AIDS.	This indicator intends to measure the level of awareness among staff members on HIV/AIDS. This will be obtained by identifying a number of staff who are aware of HIV/AIDS, i.e. (X-Y); where X = total number of staff and Y = number of staff with awareness.	2017	80	100	120	140	160	180	CHRAGG HIV/AIDS reports	Documentary review	Annually	Human resources reports	Annually	DAHRM	
3.	Number of bills and legislations impacting on HIV/AIDS analysed and recommended for review.	This indicator will measure number of analysed bills and legislations and recommendations issued for review which have an impact to HIV/AIDS. This will be calculated (X-Y) where X = Total Number of bills and legislations enacted and Y number of bills and legislations analysed and issued recommendations.	2017	0	1	1	1	1	1	CHRAGG HIV/AIDS reports	Documentary review	Annually	Legal Services Department reports	Annually	DLS	

4.	Level of CHRAGG participation in the review of bills and legislation that have an impact on HIV/AIDS.	This indicator intends to measure the engagement of CHRAGG in a review of bills and legislation that have an impact on HIV/AIDS. This will be obtained by qualitative interviews with CHRAGG management on a number of HIV/AIDS related review meetings CHRAGG participated.	2017	xx	3	4	5	6	7	Recommendation report	Interview	Annually	Interview report	Annually	DLS
5.	Percentage increase of persons from key groups facing stigma and discrimination who are aware of CHRAGG, its jurisdiction and functions.	This indicator aims at measuring the extent to which persons from key groups facing stigma and discrimination are aware of CHRAGG, its jurisdiction and functions. This will be calculated by $A/B*100$ : Where A = Number of persons from key groups facing stigma who are informed of CHRAGG and B = Total population of persons from key groups facing stigma.	2017	10%	15%	20%	30%	40%	50%	CHRAGG reports	Survey Interview Questionnaire	Annually	Interview report	Annually	DPEI
6.	Number of persons living with or affected by HIV/AIDS accessing CHRAGG services.	This indicator aims at measuring the accessibility of CHRAGG to persons living with and affected by HIV/AIDS. This will be calculated by $A/B*100$ : Where A = Number of people living with and affected by HIV/AIDS accessing CHRAGG services and B = Total number of the population estimated to be living with HIV/AIDS.	2017	xx	50	100	150	200	250	Clients register	Documentary review	Annually	Register book	Annually	DPEI
7.	Number of corruption incidences reported against CHRAGG staff.	The indicator tends to assess the level of corruption at CHRAGG through (X-Y). Where X = corruption cases Current year and Y = corruption cases for the Previous Year.	2017	xx	3	2	2	1	0	CHRAGG reports	Documentary review	Monthly	Suggestion box	Quarterly	DAHRM

8.	Number of measures instituted to prevent and respond to corruption incidences at CHRAGG.	The indicator intends to measure anti-corruption initiatives at CHRAGG through (X-Y). Where X = Current initiative and Y = Previous Year initiatives.	2017	0	1	2	3	4	4	CHRAGG reports	Documentary review	Monthly	Integrity committee report	Quarterly	DAHRM
9.	Percentage of vulnerable people provided with legal aid.	This indicator aims at measuring the extent to which vulnerable persons who visited or submitted complaints attended and provided with legal aid. This will be measured by $A/B * 100$ ; where A = Total vulnerable people visited CHRAGG offices/ submitted complaints and B= Total persons provided with legal aid.	2017	10%	20%	30%	40%	50%	60%	CHRAGG complaints report	Documentary review	Monthly	Complaints register	Quarterly	DLS
10.	Percentage of paralegals empowered with human rights administrative justice principles and legal knowledge.	The indicator will measure a number of paralegals who have been empowered by CHRAGG. This will be obtained by X-Y; whereby X is the number of empowered paralegals and Y is the total number of paralegals.	2017	xx	16%	32%	48%	64%	80%	CHRAGG reports	Documentary review	Annually	Annual report	Annually	DLS
11.	Percentage of Tanzania population aware of human rights and good governance.	This intends to measure the level of human rights and good governance awareness raised through promotional initiatives. This will be calculated by $A/B * 100$ where: A = Number of the population aware of Human Rights and Good Governance issues B = Total number of the population.	2017	10%	20%	30%	40%	50%	60%	CHRAGG reports	Survey Interview Questionnaire	Annually	Annual reports	Annually	DPEI

12.	Number of training sessions on thematic human rights issues to government officials, political leaders, law enforcers and CSO members conducted.	The indicator aims at measuring number of training sessions conducted to government officials, political leaders, law enforcers and CSO. It will be measured by number of training sessions conducted against planned trainings.	2017	15	30	45	60	75	100	Training report	Documentary review	Annually	CHRAGG report	Annually	DPET
13.	Number of advocacy programs on emerging human rights and good governance issues conducted.	The indicator aims at measuring the number of advocacy programmes conducted for enhanced awareness on emerging human rights and good governance issues. It will be measured by number of advocacy programmes conducted at and population reached.	2017	xx	10	20	30	40	50	Advocacy programme outcomes report	Documentary review	Quarterly	CHRAGG report	Annually	DPET
14.	Percentage of reports submitted to various mechanisms.	The indicator aims at measuring the extent to which CHRAGG is committed in reporting on human rights and good governance mechanisms. It will be measured by A/B*100 where A is number of submitted reports and B = total number of mechanisms obliged to report on.	2017	38%	46%	54%	62%	70%	80%	Registry/ Documentation centre	Documentary review	Annually	CHRAGG reports	Annually	DLS
15.	Percentage of stakeholders engagement strategy activities implemented.	The indicator aims at measuring percentage of activities implemented for enhancing CHRAGG services and accessibility to citizens through various stakeholders. This will be measured by A/B*100 where A = activities implemented and B = Total activities planned to be implemented.	2017	0	10%	20%	30%	40%	50%	CHRAGG reports	Documentary review	Quarterly	CHRAGG reports	Annually	DPET

16.	Number of LGAs with functional Human Rights Standing Committees.	This aims of measuring authorities with functioning human rights standing committees. This will be calculated by A/B where: A = Total number of local authorities B = Total number of established committees.	2017	0	50	70	90	110	140	Assessment reports	Documentary review	Annually	CHRAGG reports	Annually	DHR
17.	Percentage of NHRAP activities mainstreamed in MDAs and LGAs action plans.	It intends to ascertain the extent to which NHRAP activities are mainstreamed in the MDAs and LGAs action plans. This will be calculated by: A/B*100 where A = number of NHRAP activities related to MDAs and LGAs and B = Total number of activities incorporated.	2017	10%	26%	42%	58%	74%	90%	Assessment reports	Documentary review	Annually	LGAs focal person reports	Annually	DHR
18.	Number of information on human rights and good governance generated.	This indicator intends to measure the extent to which citizens are provided with human rights and good governance information. This will be measured through X-Y where X = number of planned information to be generated and Y = number of generated information.	2017	10	20	30	40	50	60	Information generated and posted report	Documentary review	Quarterly	Website and Library report	Annually	DRD
19.	Number of documentation centres established and operationalized.	The indicator will measure library centres established in branch offices. It will be measured by X-Y where X is existing library centres and Y is newly established.	2017	1	2	3	4	5	5	Implementation reports	Documentary review	Annually	Implementation report	Annually	DRD
20.	Percentage of complaints lodged and registered.	This indicator intends to measure capacity of CHRAGG in complaints handling. This will be obtained by A/B*100 where A = number of complaints lodged and registered and B = Total number of complaints submitted.	2017	60%	100%	100%	100%	100%	100%	Complaints reports	Documentary review	Quarterly	Complaints register book	Annually	DLS



21.	Percentage of admitted complaints.	This indicator aims at improving CHRAGG outcome and services through ascertaining the extent to which submitted complaints are admitted. This will be measured through $A/B*100$ where A = Number of complaints admitted and B= number of complaints submitted.	2017	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Complaints reports	Documentary review	Quarterly	Complaints register book	Annually	DLS
22.	Percentage of newly registered complaints on human rights violations determined.	This indicator aims at improving CHRAGG outcome and services through ascertaining the extent to which new human rights complaints determined. This will be measured through $A/B*100$ where A = Number of complaints admitted and B= number of complaints determined.	2017	60%	80%	80%	80%	80%	80%	80%	80%	80%	80%	Complaints reports	Documentary review	Quarterly	Complaints register book	Annually	DHR
23.	Percentage of human rights backlog complaints determined.	This indicator aims at improving CHRAGG outcome and services through ascertaining the extent to which human rights backlog complaints determined. This will be measured through $A/B*100$ where A = Number of backlog complaints and B= number of backlog complaints determined.	2017	60%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Complaints reports	Documentary review	Quarterly	Complaints register book	Annually	DHR
24.	Percentage of newly registered complaints on contravention of principles of good governance resolved.	This indicator aims at improving CHRAGG outcome and services through ascertaining the extent to which new administrative justice complaints determined. This will be measured through $A/B*100$ where A = Number of complaints admitted and B= number of complaints determined.	2017	60%	80%	80%	80%	80%	80%	80%	80%	80%	80%	Complaints reports	Documentary review	Quarterly	Complaints register book	Annually	DAJ

25.	Percentage of administrative justice backlog complaints determined.	This indicator aims at improving CHRAGG outcome and services through ascertaining the extent to which administrative justice backlog cases determined. This will be measured through $A/B*100$ where A = number of backlog cases and B = number of backlog cases determined.	2017	60%	100%	100%	100%	100%	100%	100%	100%	Complaints reports	Documentary review	Quarterly	Complaints register book	Annually	DAJ
26.	Number of cases on violation of human rights and contravention of principles of good governance instituted.	This indicator intends to measure efforts taken to secure remedies on violations of human rights and contravention of principles of good governance. This indicator will be measured by $A - B$ where A = number of cases planned to be instituted and B = number of cases instituted.	2017	xx	2	3	4	5	6	6	Cases and recommendations file	Documentary review	Annually	Legal Services Department annual report	Annually	DLS	
27.	Number of CHRAGG recommendations implemented by authorities and individuals.	This indicator aims at determining the extent to which complainants obtained rights and remedy against what they complained on. This will be measured through $X - Y$ where X is equal to number of recommendations issued and Y = number of recommendations implemented.	2017	260	280	300	320	340	360	360	CHRAGG reports	Documentary review	Quarterly	Complaints register book	Annually	DLS	
28.	Level of compliance with principles of good governance and human rights standards.	The indicator aims at measuring the extent at which human rights standards and good governance principles are applied by state and non-state actors in discharging duties. This will be calculated by $A/B*100$ where A = number of institutions complied with standards above 60% and B = Total institutions surveyed.	2017	xx	20%	30%	40%	50%	60%	60%	State and non-state actors	Survey	Annually	Primary data	Annually	DAJ	

29.	Percentage of identified issues on violation of human rights and contravention of principles of good governance monitored.	This indicator intends to measure monitoring proactiveness of CHRAGG on identifying incidencies of human rights violations and contravention of administrative justice pnciples. This will be measured by $A/B*100$ where A = Total number of monitored issues and B= is total number of identified issues.	2017	30%	100%	100%	100%	100%	100%	100%	100%	Monitoring and evaluation reports	Documentary review	Quarterly	Monitoring report	Annually	DRD
30.	Number of policies, bills and regulations analysed and recommended for review.	This indicator measures number of policies, bills and legislations reviewed to adhere to human rights standards. This will be measured by X-Y. Where X is total number of policies, bills and regulations analyzed and Y is policies, bills and regulation recommended for review.	2017	xx	10	20	30	40	50	50	50	Review reports submitted to relevant authorities	Documentary review	Annually	Policies, bills and legislations analysed	Annually	DLS
31.	Number of instruments studied and recommended for ratification.	This indicator measures the number of international instruments proposed for ratification and Government compliance with human rights standards. This will be measured by X-Y, where X is Total Number of instruments studied and Y is Number of instruments recommended for ratification.	2017	xx	3	3	3	3	3	3	3	Study reports	Documentary review	Annually	International and regional instruments studied and assessed	Annually	DLS
32.	Percentage of prisons and detention facilities assessed; and recommendation reports submitted to authorities.	The indicator focuses on measuring the adherence of human rights standards in prisons and detention facilities This will be calculated: $XY*100$ Where: X is number of prisons and detention facilities adhere to human rights standards and Y is total number of prisons and detention facilities assessed.	2017	35%	48%	61%	74%	87%	100%	100%	100%	Assessment reports	Documentary review	Annually	Prisons and detention facilities assessed	Annually	DHR

33.	Level of compliance with human rights standards concerning vulnerable groups.	This indicator aims at examining the extent to which vulnerable groups enjoy their rights as per the available standards. This will be measure by $A/B*100$ where A = number of vulnerable group enjoying their rights and B = Total number of respondents (vulnerable group) interviewed.	2017	xx	30%	40%	50%	60%	70%	Survey and questionnaires	Documentary review	Quarterly	Compliance report	Annually	DHR
34.	Number of human resource management plans developed and implemented.	This indicator will measure the extent to which CHRAGG employees performance improved through use of human resource management plans. This will be obtained by $A - B$ where A is number of plans developed and B = Number of plans implemented.	2017	xx	1	2	3	4	5	Human resource development reports	Documentary review	Quarterly	Human resource report	Annually	DAHRM
35.	Percentage of required financial resources mobilized.	The indicator intends to measure the extent to which CHRAGG plans are implemented through availability of the required funds. This will be measured by $A/B*100$ where A = received funds and B = required funds.	2017	30%	80%	80%	80%	80%	80%	Financial reports	Documentary review	Annually	Performance Financial report	Annually	DPU
36.	Percentage of CHRAGG systems monitored and evaluated.	This indicator intends to measure the extent to which CHRAGG systems are effective. It will be measured by $A/B*100$ where A = Number of systems monitored and B = Number of systems available.	2017	20%	30%	40%	50%	60%	70%	Systems monitoring reports	Documentary review	Annually	Audit report	Annually	DPU

37.	Number of financial regulations, guidelines and procedures reviewed and implemented.	The indicator intends to measure adherence to financial regulations and guidelines to improve financial management and control. This will be calculated by A/B; where A = Total Number of present financial regulations and procedures and B= number of guidelines and procedures reviewed and implemented.	2017	xx	5	5	5	5	5	5	Financial reports	Documentary review	Annually	Financial reports, Audit report	Annually	CA
38.	Percentage of CHRAGG operations audited.	The indicator aims at measuring the extent to which CHRAGG operations are audited. This will be calculated by: A/B*100 where A = number of transactions audited and B = Total number of transactions done by CHRAGG.	2017	80%	100%	100%	100%	100%	100%	100%	Auditing reports	Documentary review	Annually	Internal Audit reports	Annually	CIA
39.	Percentage of suppliers and users satisfied with procurement services.	This indicator intends to measure the level of effectiveness and efficiency on procurement services provided to both user departments/units and suppliers. This will be obtained by identifying % of suppliers and users satisfied i.e. X/Y *100. Where X = suppliers and users satisfied with and Y = The total number of users and suppliers.	2017	xx	20%	40%	60%	80%	100%	100%	Procurement reports	Documentary review	Annually	CHRAGG procurement plan reports	Annually	HPMU
40.	Number of CHRAGG offices using Computerized Case Management System.	This indicator measures the extent to which CHRAGG offices use Computerized Case Management System. This will be calculated by A- where A is the number of CHRAGG offices currently using Computerized Case Management System; B = total number of CHRAGG offices.	2017	0	1	2	3	4	5	5	CHRAGG reports	Documentary review	Annually	Physical presence of the system	Annually	HMSU

41.	Percentage of CHRAGG assets managed through a computerized inventory system.	The aim of this indicator is to measure the effectiveness and efficiency of computerized Inventory System. This will be calculated by $A/B*100$ where A is the number of assets managed through computerized inventory system; B = Total number of CHRAGG assets.	2017	0%	20%	40%	60%	80%	100%	Inventory reports	Documentary review	Annually	Computerized inventory report produced	Annually	HPMU
42.	Number of CHRAGG Legal Frameworks updated.	This indicator aims at ensuring that CHRAGG legal framework is reviewed and updated to make the undertakings more effective. It will be measured by X- Y where X= number of proposed areas for update and Y= Number of updated areas.	2017	xx	1	1	1	1	1	Legal documents	Documentary review	Annually	Updated Legal framework report	Annually	DLS
43.	Number of Complaints Handling Guidelines updated.	This indicator aims at ensuring complaints handling are being systematically conducted. This will be measured by X- Y where X = Number of existing guidelines and Y= number of reviewed guidelines.	2017	xx	2	4	6	8	10	Review reports	Documentary review	Annually	Physical document	Annually	DLS
44.	Number of ICT policies and information security systems developed and implemented.	To assess the number of ICT policies and information security systems approved and implemented. This will be obtained by A-B where A= Number of ICT policies and information security systems approved and implemented. B= Total number of ICT policies and information security systems.	2017	xx	1	1	0	0	0	CHRAGG reports	Documentary review	Annually	Physical documents	Annually	HMSU

45.	Percentage of Communication Strategy activities implemented	This intends to measure level of implementation of Communication strategy activities. This will be obtained by $A/B*100$ ; where A is communication strategy activities implemented and B=total activities in Communication strategy.	2017	xx	20%	40%	50%	60%	70%	80%	100%	Implementation reports	Documentary review	Quarterly	Activity reports	Annually	DPET
46.	Percentage of employees and clients satisfied with CHRAGG administration services.	This aims at measuring effectiveness of CHRAGG in delivering its services. This will be calculated: $X/Y * 100$ Where: X is number of satisfied employee and clients and Y is total number of employees and clients.	2017	30%	40%	50%	60%	70%	80%			Clients survey report	Survey	Annually	Primary data	Annually	DAHRM
47.	Number of branch offices established and operationalized.	This aims at measuring coverage of CHRAGG services in the country. This will be calculated by $X:Y$ ; Where X = current number of branch offices and Y= Total Number of proposed branch offices to be established.	2017	5	5	5	6	7	7	8		CHRAGG reports	Documentary review	Annually	Physical presence of office	Annually	DAHRM

### 4.4.3 Planned Reviews

There will be reviews that aim at obtaining progress status on the implementation of the Strategic Plan. The planned reviews consist of review meetings, milestones and rapid appraisals.

### 4.4.4 Review Meetings

Various meetings will be conducted to track progress on the milestones; targets/outputs critical for achievement of organizational objectives. The meetings will be the following:

**Table 4.3: Planned Review Meetings**

S/N	Type of Meeting	Frequency	Chairperson	Participants
1.	Commissioners	Quarterly	Commission's Chairperson	Commissioners and Executive Secretary
2.	Commissioners with Staff	Quarterly	Commission's Chairperson	Commissioners, Secretariat and all staff
3.	Secretariat	Monthly	Executive Secretary	Heads of Department and Unit
4.	Secretariat with staff	Quarterly	Executive Secretary	Heads of Department/Unit and all Staff
5.	Budget Committee	Monthly	Executive Secretary	Heads of Department and Unit
6.	Integrity Committee	Bi-annual	Integrity Committee Chairperson	Integrity Committee members
7.	Audit Committee	Quarterly	Audit Committee Chairperson	Audit Committee members
8.	Tender Board	Quarterly and when the need arises	Tender Board Chairperson	Tender Board members
9.	Employment Committee	Bi-annual	Chairperson of the Employment Committee	Appointed members of the committee
10.	Workers Council	Bi-annual	Executive Secretary	Secretariat and appointed members
11.	Department/Unit	Monthly	Heads of Department/Unit	Departmental/Unit staff
12.	Extra-ordinary	As may be required	Executive Secretary/Chairperson of the Commission	Commissioners/Staff Secretariat
13.	Milestone Review	Bi-annual	Executive Secretary	Members of Secretariat



#### **4.4.5 Planned Milestones Reviews**

These are reviews that countercheck if identified milestones are achieved within the set timeframes. For each year CHRAGG has set milestones which will be monitored and reported on. The planned milestones reviews will provide the necessary information to the Commission to act on untimely implementation of the milestone. The review will be conducted bi-annually in each year throughout the implementation cycle. The table below is the planned milestones reviews showing the financial year, planned review, milestones, timeframe and responsible person to report on the milestone.

**Table 4.4: Planned Milestones Reviews**

Years	Planned Reviews	Milestones	Timeframe	Responsible
2018/19	Two reviews	One (1) case on violation of human rights and contravention of principles of good governance filed by CHRAGG and determined by the court annually	June 2019	DLS
		10 policies, bills and legislation analysed to determine compliance with human rights standards and principles of good governance and recommendations for review submitted to respective authorities annually	June 2019	DLS
		14% of land and labour disputes arising from contravention of principles of good governance investigated and recommendations submitted to authorities annually	June 2019	DAJ
		13% of prisons and detention facilities assessed and recommendations for compliance with human rights standards submitted to authorities annually	June 2019	DHR
		10% of the Tanzania population sensitized on matters of human rights and good governance annually	June 2019	DPET
		16% of paralegals empowered with human rights, administrative justice principles and legal knowledge annually	June 2019	DLS
		10% of the Stakeholders Engagement Strategy implemented annually	June 2019	DPET
		One (1) documentation centre established and operationalized at Mwanza branch office	June 2019	DRD
		80% of required financial resources mobilized for 2018/19	July 2018	DPU
		Computerized Case Management System operationalized in Dar es Salaam office	June 2019	HMSU
		20% of the Inventory Management System computerized annually	June 2019	HPMU
		CHRAGG Legal Framework and two (2) guidelines for complaints handling updated and rolled out annually	June 2019	DLS
		Three (3) plots for construction of branch offices acquired in Moshi, Dodoma and Mbeya	June 2019	DAHRM
		16% of NHRAP activities mainstreamed in MDAs and LGAs action plans annually.	June 2019	DHR

Years	Planned Reviews	Milestones	Timeframe	Responsible
2019/20	Two reviews	<p>One (1) case on violation of human rights and contravention of principles of good governance filed by CHRAGG and determined by the court annually</p> <p>10 policies, bills and legislation analysed to determine compliance with human rights standards and principles of good governance and recommendations for review submitted to respective authorities annually</p> <p>14% of land and labour disputes arising from contravention of principles of good governance investigated and recommendations submitted to authorities annually</p> <p>13% of prisons and detention facilities assessed and recommendations for compliance with human rights standards submitted to authorities annually</p> <p>10% of the Tanzania population sensitized on matters of human rights and good governance annually</p> <p>16% of paralegals empowered with human rights, administrative justice principles and legal knowledge annually</p> <p>10% of the Stakeholders Engagement Strategy implemented annually</p> <p>One (1) documentation centre established and operationalized at Lindi branch office</p> <p>80% of required financial resources mobilized for 2019/20</p> <p>Computerized Case Management System operationalized in Mwanza branch office</p> <p>20% of the Inventory Management System computerized annually</p> <p>CHRAGG Legal framework and two (2) guidelines for complaints handling updated and rolled out annually</p> <p>Three (3) plots for construction of branch offices acquired in Moshi, Dodoma and Mbeya</p> <p>16% of NHRAP activities mainstreamed in MDAs and LGAs action plans annually.</p>	<p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2019</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p>	<p>DLS</p> <p>DLS</p> <p>DAJ</p> <p>DHR</p> <p>DPET</p> <p>DLS</p> <p>DPET</p> <p>DRD</p> <p>DPU</p> <p>HMSU</p> <p>HPMU</p> <p>DLS</p> <p>DAHRM</p> <p>DHR</p>

Years	Planned Reviews	Milestones	Timeframe	Responsible
2020/21	Two reviews	<p>One (1) case on violation of human rights and contravention of principles of good governance filed by CHRAGG and determined by the court annually</p> <p>10 policies, bills and legislation analysed to determine compliance with human rights standards and principles of good governance and recommendations for review submitted to respective authorities annually</p> <p>14% of land and labour disputes arising from contravention of principles of good governance investigated and recommendations submitted to authorities annually</p> <p>13% of prisons and detention facilities assessed and recommendations for compliance with human rights standards submitted to authorities annually</p> <p>10% of the Tanzania population sensitized on matters of human rights and good governance annually</p> <p>16% of paralegals empowered with human rights, administrative justice principles and legal knowledge annually</p> <p>10% of the Stakeholders Engagement Strategy implemented annually</p> <p>One (1) documentation centre established and operationalized at Zanzibar office</p> <p>80% of required financial resources mobilized for 2020/21</p> <p>Computerized Case Management System operationalized in Lindi branch office</p> <p>20% of the Inventory Management System computerized annually</p> <p>CHRAGG Legal framework and two (2) guidelines for complaints handling updated and rolled out annually</p> <p>One (1) branch office in Dodoma City built and operationalized</p> <p>16% of NHRAP activities mainstreamed in MDAs and LGAs action plans annually.</p>	<p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>June 2021</p>	<p>DLS</p> <p>DLS</p> <p>DAJ</p> <p>DHR</p> <p>DPET</p> <p>DLS</p> <p>DPET</p> <p>DRD</p> <p>DPU</p> <p>HMSU</p> <p>HPMU</p> <p>DLS</p> <p>DAHRM</p> <p>DHR</p>

Years	Planned Reviews	Milestones	Timeframe	Responsible
2021/22	Two reviews	<p>One (1) case on violation of human rights and contravention of principles of good governance filed by CHRAGG and determined by the court annually</p> <p>10 policies, bills and legislation analysed to determine compliance with human rights standards and principles of good governance and recommendations for review submitted to respective authorities annually</p> <p>14% of land and labour disputes arising from contravention of principles of good governance investigated and recommendations submitted to authorities annually</p> <p>13% of prisons and detention facilities assessed and recommendations for compliance with human rights standards submitted to authorities annually</p> <p>10% of the Tanzania population sensitized on matters of human rights and good governance annually</p> <p>16% of paralegals empowered with human rights, administrative justice principles and legal knowledge annually</p> <p>10% of the Stakeholders Engagement Strategy implemented annually</p> <p>One (1) documentation centre established and operationalized at Pemba branch office</p> <p>80% of required financial resources mobilized for 2021/22</p> <p>Computerized Case Management System operationalized in Zanzibar office</p> <p>20% of the Inventory Management System computerized annually</p> <p>CHRAGG Legal framework and two (2) guidelines for complaints handling updated and rolled out annually</p> <p>One (1) branch office in Mbeya City built and operationalized</p> <p>16% of NHRAP activities mainstreamed in MDAs and LGAs action plans annually.</p>	<p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2021</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2021</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p>	<p>DLS</p> <p>DLS</p> <p>DAJ</p> <p>DHR</p> <p>DPET</p> <p>DLS</p> <p>DPET</p> <p>DRD</p> <p>DPU</p> <p>HMISU</p> <p>HPMU</p> <p>DLS</p> <p>DAHRM</p> <p>DHR</p>

Years	Planned Reviews	Milestones	Timeframe	Responsible
2022/23	Two reviews	One (1) case on violation of human rights and contravention of principles of good governance filed by CHRAGG and determined by the court annually	June 2023	DLS
		10 policies, bills and legislations analysed to determine compliance with human rights standards and principles of good governance and recommendations for review submitted to respective authorities annually	June 2023	DLS
		14% of land and labour disputes arising from contravention of principles of good governance investigated and recommendations submitted to authorities annually	June 2023	DAJ
		13% of prisons and detention facilities assessed and recommendations for compliance with human rights standards submitted to authorities annually	June 2023	DHR
		10% of the Tanzania population sensitized on matters of human rights and good governance annually	June 2023	DPET
		16% of paralegals empowered with human rights, administrative justice principles and legal knowledge annually	June 2023	DLS
		10% of the Stakeholders Engagement Strategy implemented annually	June 2023	DPET
		80% of required financial resources mobilized for 2022/23	June 2022	DPU
		20% of the Inventory Management System computerized annually	June 2023	DPET
		CHRAGG Legal framework and two (2) guidelines for complaints handling updated and rolled out annually	June 2023	HPMU
		One (1) branch office in Moshi Municipality built and operationalized	June 2023	DLS
		16% of NHRAP activities mainstreamed in MDAs and LGAs action plans annually.	June 2023	DHR

#### **4.4.6 Rapid Appraisals**

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. CHRAGG will undertake ten (10) rapid appraisals by conducting various surveys/studies and documentary reviews on implementation status of undertaken interventions over the Strategic planning cycle. The Table below shows the planned Rapid Appraisals.

**Table 4.5: Rapid Appraisal**

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible
1.	Study on compliance with human rights standards and principles of good governance	This study intends to establish the status of compliance with human rights standards and principles of good governance by state and non-state actors	<ul style="list-style-type: none"> <li>i) To what extent is the public aware of human rights and good governance issues?</li> <li>ii) To what extent the state and non-state actors comply with the human rights standards and principles of good governance?</li> <li>iii) Which standards are not adequately adhered to and why?</li> <li>iv) What are the steps to be taken to improve compliance with human rights standards and principles of good governance?</li> </ul>	Survey	Annually	DRD
2.	Study on HIV/AIDS supportive services	This study aims at assessing the level of satisfaction of CHRAGG staff who receive HIV/AIDS supportive services	<ul style="list-style-type: none"> <li>i) To what extent are the supportive services available?</li> <li>ii) To what extent is the staff satisfied with supportive services provided?</li> <li>iii) Are the services given complying with the guidelines?</li> <li>iv) What are the areas for improvement and recommendations?</li> </ul>	Survey	Quarterly	DAHRM
3.	Study on persons living with or affected by HIV/AIDS aware of and accessing CHRAGG services	The study aimed at accessing individuals/groups living with or affected by HIV/AIDS reached by CHRAGG Services	<ul style="list-style-type: none"> <li>i) To what extent individuals and groups living with or affected by HIV/AIDS reached by CHRAGG services?</li> <li>ii) To what extent HIV/AIDS treatment, care and supportive services are available to individuals and groups living with or affected by HIV/AIDS?</li> </ul>	Survey	Annually	DRD



S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible
4.	Study on the situation of corruption within CHRAGG	This study aims at examining the prevalence of corruption within the Institution.	<ul style="list-style-type: none"> <li>i) What is the level of awareness of staff on corruption issues?</li> <li>ii) Are there any corruption cases reported?</li> <li>iii) What is the clients' opinion about corruption in the institution?</li> </ul>	Survey	Annually	DAHRM
5.	Study on complaints handling mechanisms	This study intends to explore the effectiveness of complaints handling mechanisms.	<ul style="list-style-type: none"> <li>i) What is the opinion of our clients on complaints handling?</li> <li>ii) How long does it take to handle complaints within the Commission?</li> <li>iii) Is there compliance with the procedures, guidelines and mechanisms for handling complaints?</li> <li>iv) What are the challenges encountered in handling complaints?</li> <li>v) Are the rights of the complainants realized through complaints handling?</li> <li>vi) What is to be done in order to improve complaints handling in accordance with the guidelines and procedures in place?</li> </ul>	Survey Documentary review	Annually	DRD
6.	Study on the implementation of CHRAGG recommendations	The intention is to assess the extent and impact of the implementation of CHRAGG recommendations.	<ul style="list-style-type: none"> <li>i) What are the recommendations issued?</li> <li>ii) What is the status of the implementation of CHRAGG's recommendations?</li> <li>iii) Why are some of the CHRAGG recommendations not implemented?</li> <li>iv) What are the challenges encountered in enforcing recommendations?</li> <li>v) What is to be done in reinforcing CHRAGG recommendations?</li> </ul>	Survey Documentary review	Annually	DLS

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible
7.	Study on the availability of information on human rights and principles of good governance	The intention is to find out how information on human rights and good governance is produced, documented and disseminated to the stakeholders.	<ul style="list-style-type: none"> <li>i) How relevant is the information on human rights and good governance to the public?</li> <li>ii) What is the extent of availability, reliability and accessibility of the information?</li> <li>iii) To what extent does the public access the documentation centres?</li> <li>iv) What is to be done to improve the production and accessibility of information on human rights and good governance and the documentation centres?</li> </ul>	Survey	Annually	DRD
8.	Staff training needs assessment	This intends to explore knowledge gaps and skills among the CHRAGG staff	<ul style="list-style-type: none"> <li>i) To which extent are the available knowledge and skills utilized?</li> <li>ii) Which knowledge gaps and skills need to be addressed?</li> <li>iii) Which resources are needed for staff capacity building?</li> </ul>	Survey	Annually	DAHRM
9.	Study on coverage and visibility of CHRAGG	The aim is to assess CHRAGG efficiency in service delivery and accessibility.	<ul style="list-style-type: none"> <li>i) To what extent are the CHRAGG services reach out to the public?</li> <li>ii) What is the level of public awareness about the work of CHRAGG?</li> <li>iii) What are the strategies to be put in place to enhance CHRAGG coverage?</li> </ul>	Survey	Annually	DPET

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible
10.	Study on the magnitude of violation of human rights and contravention of principles of good governance	This aims at exploring the extent at which human rights violation and contravention of principles of good governance occur.	<ul style="list-style-type: none"> <li>i) What is the trend of human rights violations and contravention of principles of good governance?</li> <li>ii) What are the causes of human rights violations and contravention of principles of good governance?</li> <li>iii) To what extent principles of good governance are adhered to by administrative bodies?</li> <li>iv) What are the effects of violations of human rights and good governance to the public?</li> <li>v) How can the situation of human rights and adherence to principles of good governance be improved?</li> </ul>	Survey	Annually	DRD
11.	Study on the level of customers' satisfaction	The intention is to assess the extent to which the Commission delivers its services at the required standard.	<ul style="list-style-type: none"> <li>i) Are the customers receiving services on time?</li> <li>ii) Do CHRAGG services meet customers' expectations?</li> <li>iii) What is the trend of complaints against the institution?</li> <li>iv) How effective are internal mechanisms for handling complaints?</li> <li>v) What are the areas for improvement and recommendations?</li> </ul>	Survey	Annually	DPET

#### **4.4.7 Planned Evaluations**

CHRAGG shall carry out two evaluations; first, at the mid of the plan, to be conducted internally for the purpose of tracking the objectives to ascertain its relevance and achievements. The second evaluation will be conducted at the end of the plan by external evaluator for the purpose of assessing outcomes and objectives validity for future direction.

Both evaluations intend to obtain evidences as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan. The evaluations will be conducted over the period of the strategic plan cycle as shown here below:

**Table 4.6: Planned Evaluations**

S/N	Name of Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible
1.	Evaluation of promotional programmes of human rights and good governance	The evaluation intends to examine the effectiveness of promotional programmes	<ul style="list-style-type: none"> <li>i) To what extent is the public aware of human rights and good governance issues?</li> <li>ii) To what extent state and non-state actors comply with human rights standards and principles of good governance?</li> <li>iii) What are the reasons for non-compliance?</li> <li>iv) What is the status of violation incidences?</li> <li>v) What is the level of stakeholders involvement in human rights and good governance issues?</li> <li>vi) What are the recommendations?</li> </ul>	Survey	June 2019	DPET
2.	Service delivery evaluation	Examining the capacity of CHRAGG in rendering services	<ul style="list-style-type: none"> <li>i) To what extent does the public access the CHRAGG's services?</li> <li>ii) To what extent human rights and good governance information is accessed?</li> <li>iii) What is the level of client satisfaction with the Commission's services?</li> <li>iv) Does CHRAGG have skilled and competent staff?</li> <li>v) What is the status of human and financial resources management?</li> <li>vi) How efficient are systems and processes?</li> </ul>	Survey	2020	DPET
3.	Evaluation of the Strategic Plan	The study intends to establish the outcome of the implementation of the plan (mid and final evaluation)	<ul style="list-style-type: none"> <li>i) Were the objectives, strategies and targets relevant?</li> <li>ii) Were they achievable?</li> <li>iii) Is CHRAGG in line with the intended goal?</li> <li>iv) Is there any change in behaviour (impact)?</li> <li>v) Is the vision achievable?</li> <li>vi) To what extent are stakeholders involved?</li> </ul>	Survey	2021 and 2023	DPU

#### 4.4.8 Reporting Plan

This plan shows all reports that will be used in the execution of the strategic plan. The reporting plan contains both internal and external reports.

#### 4.4.9 Internal Reporting Plan

Internal Reporting Plan is a plan that contains reports that are used within CHRAGG, for the Commission, Management and Staff. The reporting plan is in accordance with statutory requirements or as may be required from time to time.

**Table 4.7: Internal Reporting Plan**

S/N	Type of Report	Recipient	Frequency	Responsible
1.	Audit report	Audit Committee	Quarterly	CIA
2.	Annual report	ES	Annually	DRD
3.	Performance report	ES	Quarterly	DPU
4.	Special report	ES	As may be required	Head of Division /Unit
5.	Financial report	ES	Annually	CA
6.	CIA special report	ES	Annually	CIA
7.	Investigation report	Commissioners	As may be required	ES
8.	Investigation report	ES	As may be required	Head of Division
9.	Unit/Departmental report	ES	Quarterly	DPU
10.	Unit/Departmental report	Planning Unit	Quarterly	Head of Division/Unit
11.	Report on implementation of Ruling Party Manifesto	ES	Bi-annual	DPU
12.	Programme/Project performance report	ES	Quarterly	DPU
13.	Donors (activity) report	ES	Periodically	Responsible Division
14.	Employee report	ES	Quarterly	DAHRM
15.	Indicators performance report	ES	Quarterly	DPU
16.	Indicators performance report	Planning Unit	Quarterly	Head of Division/Unit
17.	Milestones implementation report	ES	Bi-annual	DPU
18.	Milestones implementation report	Planning Unit	Bi-annual	Head of Division/Unit

#### 4.4.10 External Reporting Plan

External reporting plan contains reports that are used by external entities. The reports are prepared as per plan shown here below:

**Table 4.8: External Reporting Plan**

S/N	Type of Report	Recipient	Frequency	Responsible
1.	Audit report	Internal and Controller Auditor General	Annual	CIA
2.	Annual report	President, Parliament, Sector Ministry and Stakeholders	Annually	ES
3.	Performance report	MoFP, PMO, Parliamentary Committee and Stakeholders	Quarterly	ES
4.	Special report	Relevant Authorities	As may be required	ES
5.	Financial report	Controller Auditor General	Annually	ES
6.	CIA special report	Internal and Controller Auditor General	Annually	CIA
7.	Report on implementation of Ruling Party Manifesto	PMO and Parent Ministry	Bi-annual	ES
8.	Universal Periodic Review (UPR)	Office of High Commissioner for Human Rights, Human Rights Council	Once in four years	ES
9.	Programme/Project performance report	Development Partners	As may be required	ES
10.	Donors (activity) report	Development Partners	As may be required	ES
11.	Accreditation report	GANHRI	Once in five years	ES
12.	Treaty bodies reports	Treaty Bodies Committee	As may be required	ES
13.	Membership reports	Respective Associations e.g. NANHRI, GANHRI, AOMA, AORC	As may be required	ES
14.	Activity report	ACHPR	Once in two years	ES
15.	Integrity report	PO-PSMGG	Quarterly	Integrity Committee
16.	Employee report	Public Service Commission	Quarterly	ES

#### **4.4.11 Relationship between Results Framework, Chain, M&E and Reporting Arrangements Results**

##### **Level 1 – Inputs**

The first level of the Results Framework tracks the allocation and use of resources on various activities. Resources availability will be reviewed on weekly, fortnightly or monthly basis and will be reported on respective implementation reports. At this level indicators will focus on the number and quality of human resources available for various tasks; amount of time dedicated to tasks by staff; information flow between various levels; time spent on resolving problems; quality and timelines of decisions and staff; predictability of resource flow; and the alignment of resource flow to the activities and outputs.

##### **Level 2 – Activities**

The second level of the Results Framework focuses on realization of activities and linkage between activities and outputs. At this level indicators will focus on processes, activities programming and timeliness of implementation. Activities will be reviewed on weekly, fortnightly or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timelines of the activities implemented, and will inform corrective actions if the activities are not being carried out on time, to the expected quality, and are not contributing to outputs.

##### **Level 3 – Outputs**

The third level of the Results Framework tracks the realization of the outputs that CHRAGG produces and which are attributed solely to CHRAGG. The Output Indicators and Milestones will measure outputs at this level. The reports will focus on how the outputs produced are delivering the outcomes and will inform corrective actions if the outputs are not being delivered effectively or are not contributing to outcomes.

##### **Level 4 - Outcomes**

The fourth level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective; though achievement of these outcomes may not be attributed to CHRAGG alone as there will be several players contributing to these outcomes. These Intermediate Strategic Plan Outcomes will be measured through outcome indicators. Indicators at this level are reported as per plan.



# ANNEX I

## STRATEGIC PLAN MATRIX

S/N	Objective	Strategy	Targets	Responsible	Key Performance Indicators
A.	HIV/AIDS infections reduced and supportive services improved	Improve supportive services to CHRAGG staff and their families infected/affected by HIV/AIDS	Treatment, care and support provided to all HIV/AIDS infected CHRAGG staff and their families by June, 2023	DAHRM	Percentage of HIV/AIDS infected staff and their families provided with treatment, care and support
		Undertake preventive HIV/AIDS measures to create awareness for reducing the rate of infection	HIV/AIDS competency of all CHRAGG staff built by June, 2023	DAHRM	Number of the staff made aware of HIV/AIDS
		Analyse and recommend for review HIV/AIDS related bills and legislations to ensure that they do not contradict regional and international human rights standards and obligations accepted by member states	HIV/AIDS related bills and legislations analysed and recommended for review to ensure they comply with regional and international human rights standards and obligations by June, 2023	DLS	Number of bills and legislations impacting on HIV/AIDS analysed and recommended for review Level of CHRAGG participation in the review of bills and legislations that have an impact on HIV/AIDS
B.	National Anti-corruption strategy implementation enhanced and sustained	Ensure that key groups facing stigma and discrimination are informed about CHRAGG, its jurisdiction and functions	Key groups facing stigma and discrimination are aware of CHRAGG, its jurisdiction and functions by June, 2023	DPET	Percentage increase of persons from key groups facing stigma and discrimination who are aware of CHRAGG, its jurisdiction and functions
		Ensure that CHRAGG is accessible to individuals and groups living with or affected by HIV/AIDS	Persons living with or affected by HIV/AIDS are accessing CHRAGG services by June, 2023	DPET	Number of persons living with or affected by HIV/AIDS accessing CHRAGG services
		Institutionalize National Anti-corruption strategy	National anti-corruption strategy customized and implemented by June, 2023	DAHRM	Number of corruption incidences reported against CHRAGG staff
C.	Human rights and principles of good governance promotion enhanced	Increase public awareness on human rights and administrative justice	100% of vulnerable people who visit and/or submit complaints to CHRAGG provided with legal aid annually	DLS	Number of measures instituted to prevent and respond to corruption incidences at CHRAGG
			80% of paralegals empowered with human rights, administrative justice principles and legal knowledge by June, 2023	DLS	Percentage of vulnerable people provided with legal aid Percentage of paralegals empowered with human rights, administrative justice principles and legal knowledge

S/N	Objective	Strategy	Targets	Responsible	Key Performance Indicators
			<p>50% of the Tanzanian population sensitized on matters of human rights and good governance by June, 2023</p> <p>10 training sessions on thematic human rights issues to government officials, political leaders, law enforcers and CSOs conducted annually</p> <p>10 advocacy programs on emerging human rights and good governance issues conducted annually to relevant parties</p> <p>80% of reporting obligations to regional and international human rights mechanisms fulfilled annually</p> <p>Stakeholders Engagement Strategy operationalized by June, 2023</p> <p>All LGAs established Human Rights Standing Committees in their structures by June, 2023</p> <p>80% of NHRAP activities mainstreamed in MDAs and LGAs action plans by June, 2023</p>	<p>DPET</p> <p>DPET</p> <p>DPET</p> <p>DLS</p> <p>DPET</p> <p>DHR</p> <p>DHR</p> <p>DRD</p> <p>DRD</p> <p>DLS</p> <p>DHR</p> <p>DHR</p> <p>DAJ</p>	<p>Percentage of Tanzania population aware of human rights and good governance</p> <p>Number of training sessions on thematic human rights issues to government officials, political leaders, law enforcers and CSO members conducted</p> <p>Number of advocacy programs on emerging human rights and good governance issues conducted</p> <p>Percentage of reports submitted to various mechanisms</p> <p>Percentage of Stakeholders Engagement Strategy activities implemented</p> <p>Number of LGAs with functional Human Rights Standing Committees</p> <p>Percentage of NHRAP activities mainstreamed in MDAs and LGAs action plans</p> <p>Number of information on human rights and good governance generated</p> <p>Number of documentation centres established and operationalized</p> <p>Percentage of complaints lodged and registered</p> <p>Percentage of admitted complaints</p> <p>Percentage of newly registered complaints on human rights violations determined</p> <p>Percentage of human rights backlog complaints determined</p> <p>Percentage of newly registered complaints on contravention of principles of good governance</p>
D.	Human rights and principles of good governance protection improved	<p>Strengthen cooperation and collaboration with stakeholders</p> <p>Improve human rights and good governance information and documentation</p> <p>Improve human rights and principles of good governance complaints handling</p>	<p>Updated information on human rights and good governance generated annually</p> <p>One documentation centre established and operationalized in four branch offices by June, 2023</p> <p>100% of lodged complaints registered and their admission determined annually</p> <p>80% of newly registered complaints on human rights violations determined annually</p> <p>100% of human rights backlog complaints determined annually</p> <p>80% of newly registered complaints on contravention of principles of good governance resolved annually</p>	<p>DRD</p> <p>DRD</p> <p>DLS</p> <p>DHR</p> <p>DHR</p>	<p>Number of information on human rights and good governance generated</p> <p>Number of documentation centres established and operationalized</p> <p>Percentage of complaints lodged and registered</p> <p>Percentage of admitted complaints</p> <p>Percentage of newly registered complaints on human rights violations determined</p> <p>Percentage of human rights backlog complaints determined</p> <p>Percentage of newly registered complaints on contravention of principles of good governance</p>

S/N	Objective	Strategy	Targets	Responsible	Key Performance Indicators
			<p>100% of administrative justice backlog complaints determined annually</p> <p>Five cases on violation of human rights and contravention of principles of good governance instituted by June, 2023</p> <p>Implementation of all CHRAGG recommendations monitored annually</p> <p>Compliance with the principles of good governance on land rights, labour standards and election processes increased by 70% by June, 2023</p> <p>100% of identified issues on violation of human rights and contravention of principles of good governance monitored annually</p> <p>10 policies, bills and legislations analysed and recommendations submitted to respective authorities annually</p> <p>Three international human rights instruments studied and reports submitted to the respective authorities annually</p> <p>65% of prisons and detention facilities assessed and recommendations for compliance with human rights standards submitted to authorities by June, 2023</p> <p>Compliance with human rights standards concerning vulnerable groups monitored by 70% annually</p> <p>Human resource management plans developed and implemented by June, 2023</p> <p>80% of the required financial resources mobilized annually</p> <p>Monitoring and evaluation of CHRA GG systems operationalized by June, 2023</p>	<p>DAJ</p> <p>DLS</p> <p>DLS</p> <p>DAJ</p> <p>DRD</p> <p>DLS</p> <p>DLS</p> <p>DHR</p> <p>DHR</p> <p>DAHRM</p> <p>DPU</p> <p>DPU</p>	<p>resolved</p> <p>Percentage of administrative justice backlog complaints determined</p> <p>Number of cases on violation of human rights and contravention of principles of good governance instituted</p> <p>Number of CHRAGG recommendations implemented by authorities and individuals</p> <p>Level of compliance with principles of good governance and human rights standards</p> <p>Percentage of identified issues on violation of human rights and contravention of principles of good governance monitored</p> <p>Number of policies, bills and regulations analysed and recommended for review</p> <p>Number of instruments studied and recommended for ratification</p> <p>Percentage of prisons and detention facilities assessed; and recommendation reports submitted to authorities</p> <p>Level of compliance with human rights standards concerning vulnerable groups</p> <p>Number of human resource management plans developed and implemented</p> <p>Percentage of required financial resources mobilized</p> <p>Percentage of CHRA GG systems monitored and evaluated</p>
E.	Capacity of Commission to deliver services improved	Strengthen human and financial management resources			

S/N	Objective	Strategy	Targets	Responsible	Key Performance Indicators
			Financial regulations, guidelines and procedures reviewed and implemented annually	CA	Number of financial regulations, guidelines and procedures reviewed and implemented
			CHRAGG's operations audited annually	CIA	Percentage of CHRAGG operations audited
			CHRAGG's annual procurement plan developed and implemented	HPMU	Percentage of suppliers and users satisfied with procurement services
	Improve management systems and processes		Computerized Case Management System fully operationalized in all branches by June, 2023	HMISU	Number of CHRAGG offices using Computerized Case Management System
			Inventory management system fully computerized by June, 2023	HPMU	Percentage of CHRAGG assets managed through a computerized inventory system
			Legal Framework and ten (10) Guidelines for Complaints Handling updated and rolled out by June, 2023	DLS	Number of CHRAGG Legal Frameworks updated
			ICT policies and information security systems developed and implemented by June, 2023	HMISU	Number of Complaints Handling Guidelines updated
			Communication strategy revised and operationalized by June, 2023	DPET	Number of ICT policies and information security systems developed and implemented
	Improve working environment		Administration services facilitated by 100% annually	DAHRM	Percentage of Communication Strategy activities implemented
	Improve accessibility to Commission services		Three (3) branch offices established and operationalized by June, 2023.	DAHRM	Percentage of employees and clients satisfied with CHRAGG administration services
				DAHRM	Number of branch offices established and operationalized.

## ANNEX II

### LIST OF INTERNATIONAL CONVENTIONS

- CAT** Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, 1984
- CEDAW** Convention on the Elimination of All Forms of Discrimination Against Women, 1979
- CPED** International Convention for the Protection of All Persons from Enforced Disappearance, 2006
- CRC** Convention on the Rights of the Child, 1989
- CRPD** Convention on the Rights of Persons with Disabilities, 2006
- ICCPR** International Covenant on Civil and Political Rights, 1966
- ICCPR-OP1** Optional Protocol to the International Covenant on Civil and Political Rights, 1966
- ICCPR-OP2** Second Optional Protocol to the International Covenant on Civil and Political Rights, 1989
- ICERD** International Convention on the Elimination of All Forms of Racial Discrimination, 1965
- ICESCR - OP** Optional Protocol to the Covenant on Economic, Social and Cultural Rights, 2008
- ICESCR** International Covenant on Economic, Social and Cultural Rights, 1966
- ICMW** International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, 1990
- OP CEDAW** Optional Protocol to the Convention on the Elimination of Discrimination Against Women, 1979
- OP-CRC-AC** Optional Protocol to the Convention on the Rights of the Child on the Involvement of Children in Armed Conflict, 2000
- OP-CRC-IC** Optional Protocol to the Convention on the Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography, 2000.

