

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



STAKEHOLDERS'  
ENGAGEMENT STRATEGY  
2018 - 2023

*'Striving to achieve bigger results'*

**COMMISSION FOR HUMAN RIGHTS AND GOOD  
GOVERNANCE**

**(CHRAGG)**

**STAKEHOLDERS' ENGAGEMENT STRATEGY  
2018 - 2023**

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The Commission for Human Rights and Good Governance  
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Plot No. 339 Nyerere Street/Kilimani

P.O. Box 1049, DODOMA

Mob: +255 734 047 775; 734 119 978

Email: [info@chragg.go.tz](mailto:info@chragg.go.tz); Website: [www.chragg.go.tz](http://www.chragg.go.tz)

# CHRAGG's Stakeholders' Engagement Strategy of 2018 - 2023

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## **Stakeholders' Engagement Strategy's Ultimate Goal**

To guide CHRAGG achieving bigger results of its mandates and interventions through an effective and positive engagement of relevant stakeholders in and outside United Republic of Tanzania.

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LIST OF ABBREVIATIONS AND ACRONYMS

ACPHR	African Court on Human and Peoples' Rights
BICO	Bureau for Industrial Co-operation
Cap.	Chapter of the Laws of Tanzania
CBOs	Community Based Organizations
CHRAGG	Commission for Human Rights and Good Governance
CIDA	Canadian International Development Agency
CSOs	Civil Society Organizations
DANIDA	Danish International Development Agency
EACJ	East African Court of Justice
FBOs	Faith Based Organizations
GBV	Gender Based Violence
INGOs	International Non Governmental Organizations
KRAs	Key Result Areas
LEDECO	Legal and Development Consultants
LGAs	Local Government Authorities
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NACONGO	National Council of Non Governmental Organizations
NAPVAWC	National Plan of Action to End Violence Against Women and Children
NHRAP	National Human Rights Action Plan 2018-2023



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NHRIs	National Human Rights Institutions
No.	Number
NORAD	Norwegian Agency for Development Cooperation
NUTA	National Union of Tanganyika Workers
OHCHR	Office of the High Commissioner for Human Rights
PEST	Political, Economic, Social and Technological (factors)
PETS	Public Expenditure Tracking System
PLWHA	People Living with HIV/AIDS
PWDs	Persons with Disabilities
Ref.	Reference
SES	Stakeholders Engagement Strategy (this document)
SIDA	Swedish International Development Agency
SWOC	Strengths, Weaknesses, Opportunities and Challenges (of stakeholders)
TMBs	Treaty Monitoring Bodies
UN	United Nations
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
URT	United Republic of Tanzania
USAID	United States Agency for International Development

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UWT	Union of Tanzania Women
VAC	Violence against Children
VAW	Violence against Women
WGs	Working Groups

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## FOREWORD

The Commission for Human Rights and Good Governance (CHRAGG) has developed the Stakeholders Engagement Strategy for the purpose of improving its operation at the national and international levels as well as grounding further its operation to the local community levels.

The longevity of over 17 years of CHRAGG's existence has exposed the Commission to a wider experience of implementing its mandate as stipulated in its legislation of 2001<sup>1</sup>. This include, raising more demands for its services. Unfortunately, owing to the operational capacities, it has not been easy to address all the desire needs. This situation generated an idea of developing a strategic engagement manual with likeminded organizations. The idea which is incepted against this background. CHRAGG believes that, there is a lot of experience, resources, skills, and other advantages that can be tapped on from numerous stakeholders in the human rights and good governance disciplines. But, that needs systematic approach, which is the essence of this engagement document at hand.

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<sup>1</sup> Fully cited as: *The Commission for Human Rights and Good Governance Act of 2001 (Act No. 7 of 2001)* and its extension for Zanzibar of 2003. The 2001 legislation was revised in 2004. Note that, the establishment, powers and functions of this commission are originated from Article 129 of the *Constitution of the United Republic of Tanzania of 1977*.

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The Commission trusts that, an effective use of this strategy will result into mitigation of obstacles with individuals and communities throughout the United Republic of Tanzania (URT) in realizing their human rights. It is also anticipated that, this strategy will improve CHRAGG's engagement with the duty bearers and other partners in and outside the country in such a way that, globally and nationally accepted human rights principles will be cherished.

The two broad results of this strategy are leaned on the CHRAGG's spirit of 'collective actions'. This means that, every key stakeholder is effectively engaged in the promotion, protection and monitoring of human rights in URT.

These key functions of the CHRAGG are:

- i) Promote within the country the protection and the preservation of human rights and of duties to the society in accordance with the Constitution and laws of the land;
- ii) Receive and address allegations and complaints on the violation of human rights and contravention of principles of good governance;
- iii) Conduct research into human rights, administrative justice and good governance issues and educate the public about such issues;

- iv) Investigate the conduct of any person whom or any institution which discharges functions in excess of authority.

The **vision** of CHRAGG is to have '*a society with a culture of respecting human rights, principles of good governance and human dignity.*' Its **mission** is '*To spearhead promotion, protection and preservation of human rights, principles of good governance and human dignity for all people in collaboration with stakeholders.*

The CHRAGG commits itself to be guided by the following core values:-

- i) Integrity;
- ii) Accountability;
- iii) Confidentiality;
- iv) Quality;
- v) Timely service delivery.

The Commission recognizes and embraces the fact that, effective engagement with its stakeholders is essential to success in realizing the above mentioned functions, vision, mission and core values. Therefore, CHRAGG considers stakeholders' engagement in broadly and deeply ways.

The stakeholders in the context of this strategic document include actors in public, civil and private sectors at both national and international levels. All these have and will be

## CHRAGG's Stakeholders' Engagement Strategy of 2018 - 2023

mapped, identified and engaged in all aspects of the CHRAGG's operation. The strategy will guide CHRAGG and its partners to inform, understand, solve challenges, plan and deliver collectively basing on the functions, vision, and mission of the Commission as will be determined from time to time.

This engagement strategy document is sponsored by the United Nations Development Program (UNDP). The contents are based on the views of various stakeholders collected between June and July 2018. It is expect that, this strategy will be implemented in tendon with the 2018-2023 CHRAGG's Strategic Plan and the newly formulated Communication Strategy. Therefore, users of this strategy are encouraged to read other CHRAGG's operational guidelines as well.



Bahame Tom Mukirya Nyanduga

**Chairperson**

Commission for Human Rights and Good Governance

October, 2018



## CHAPTER ONE: GENERAL INTRODUCTION

### 1.1 Brief Background to this Strategy

The Commission for Human Rights and Good Governance (CHRAGG) conducted a capacity needs assessment in 2016<sup>2</sup> with the aim of improving institutional and operational structures and modalities as the national human rights watchdog in Tanzania, which having been in existence for more than fifteen (15) years.<sup>3</sup> The assessment recommended on a need for the Commission to improve and enhances its internal mechanisms; with a purpose of being more visible; effective in its collaboration with other actors such as Civil Society Organizations (CSOs); develop partnerships with United Nations (UN) agencies; and, scale up its engagement with law enforcement agencies.

Furthermore, as a way of improving its visibility, the said 2016 assessment suggested for, among other things, an improved CHRAGG's organizational development and management capacity; enhance

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<sup>2</sup> The reported termed as: '*Capacity Needs Assessment of the Commission on Human Rights and Good Governance.*' Dated 20<sup>th</sup> June, 2016. It was conducted through a service of an external consultant Mr. Yves Del Monaco.

<sup>3</sup> As said earlier in introductory part of this document, CHRAGG is a constitutional creature. Its establishment, functions and mandates in general are detailed in the *Commission for Human Rights and Good Governance Act of 2001 (Act No. 7 of 2001)* and its extension for Zanzibar of 2003. The 2001 legislation was revised in 2004.

targeted partnerships between CHRAGG and similar national (NHRIs) as well as international institutions such as the Office of the High Commission for Human Rights (OHCHR); and, create or sustain formal partnerships with CSOs, Community Based Organizations (CBOs) and other members of civil society sector. Signing of the memorandum of understanding (MoU) was specifically stated as a way of formalizing the said partnerships. It was also recommended that, the CHRAGG's should take a role as coordinator of the National Human Rights Action Plan (NHRAP).

These 2016 recommendations were also seconded by previous similar initiative taken by CHRAGG. This includes the work done by Bureau of Industrial Cooperation (BICO), which was commissioned to assess the institutional capacity of the Commission in 2011.<sup>4</sup> BICO came out with almost similar recommendations, which were remained within CHRAGG's implementation plans ever since. Some of the key recommendations or actions recommended were: (i) improving accessibility of CHRAGG; (ii) developing comprehensive monitoring and evaluation (M&E) system; and, (iii) developing an effective communication and public relations (PR)

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<sup>4</sup> The BICO produced a report titled: '*Institutional Assessment of the Commission for Human Rights and Good Governance*' in September 2011.

strategy. The said strategy was recommended specifically for 'increasing CHRAGG's public visibility.'

Therefore, as a way of implementing the recommendations of the two institutional assessment studies, a process for developing this strategy document was called for in 2018. However, unlike the way the two studies recommended, the strategy at hand seeks to not only increase 'visibility'; but also, the outreach operational coverage of CHRAGG throughout the country through its strategic partners and intervention approaches. A communication strategy is also being developed and it has to be read in tendon to this document.

## 1.2 Essence and Goal of SES

This Stakeholder Engagement Strategy (SES)<sup>5</sup> is one of the operational policies of CHRAGG. It intends to provide guidelines for CHRAGG on appropriate and effective ways of (i) mapping; (ii)

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<sup>5</sup> UNDP defines 'stakeholders engagement' as an overarching term that encompasses a range of activities and interactions with stakeholders throughout the project (or program) cycle. It is an ongoing process that may involve, to varying degrees, the following elements: stakeholder analysis and planning; disclosure and dissemination of information; consultation and meaningful participation; dispute resolution and grievance redress; stakeholder involvement in monitoring and evaluation; and, ongoing reporting to affected communities and other stakeholders. (Ref.: UNDP, *Guidance Note UNDP Social and Environmental Standards (SES) Stakeholder Engagement*. July 2017. Page 5).

mobilizing; (iii) organizing; and, (iv) interacting with relevant stakeholders in and outside the United Republic of Tanzania (URT).

The '*stakeholders*' in the context of this SES are: institutions, organizations, group or even individual persons who are directly or indirectly affected by the work of CHRAGG. They also include those who may have interests in the CHRAGG's interventions and they have ability to influence the results of the Commission's interventions either positively or negatively. Another term for stakeholders could be 'the people that count'. Keep in mind that stakeholders may not necessarily be people you personally believe are important or who have hierarchical power – in fact you may not even be aware of their existence (Ref.: modified definitions from various sources).

The ultimate goal of this strategy is to guide the Commission in achieving bigger results of its mandates and interventions through an effective engagement of relevant stakeholders.

Furthermore, SES lays down an operational framework to support both institutional and operational structures and performance of CHRAGG as stipulated in its legislation; the Strategic Plan of 2018-2023; the Communication Strategy; NHRAP 2018-2023; and, other operational policies, rules and guidelines.

The CHRAGG's working definition and spirit of *stakeholder engagement* is considering it as an ongoing process of interaction and dialogue between itself (head office and branches) and its potentially affected stakeholders (mentioned below) that enables CHRAGG to identify and respond to their interests and concerns on human rights and good governance. It is also about ongoing process of tapping on the stakeholders' existence and efforts in order to advance the realization of CHRAGG's objectives, vision, mission and functions as they are stipulated in the operational documents mentioned above.

As a result of all these, the services rendered by the Commission are expected to be improved and, that will impact into the improved protection and promotion of human rights in Tanzania.

### 1.3 Specific Objectives of SES

The specific objectives of SES are:-

- i) To increase public awareness and understanding of the CHRAGG's mandates and functions through stakeholders.
- ii) To improve and sustain anti-human rights violation interventions, policy and legal reforms through constructive engagements with numerous stakeholders.

- iii) To intensify outreach programs, visibility and proximity of CHRAGG services (service delivery).
- iv) To strengthen and sustain collaboration and networking with national, regional and international stakeholders on human rights and good governance.

#### 1.4 Coverage of the Engagement Strategy

This strategy document contains the engagement principles; types and categories of stakeholders; set of priorities for CHRAGG to engage with stakeholders; interventions (deliveries); results; and, M&E. These are covered in different parts of the document.

**NOTE:**

**Principles**

Means an adhering to a set of best practice norms to guide effective stakeholder engagement. As indicated in details below, such norms include the need for engagement to be clear, accurate and timely; accessible and inclusive; transparent and measurable.

**Priorities**

Means the need to identify the issues for stakeholder engagement basing on the current context, CHRAGG's mandates and functions. A need for prioritization is imperative on the reasons that, stakeholders have diverse visions, sentiments and approaches on human rights and good governance issues.

**Interventions/ Deliveries**

Means a modality or approaches in which stakeholders' engagement will be coordinated or occurring. This depends on so many factors including nature of stakeholders, types of issues to be addressed, the context prevailing at a particular time, etc.

**Results**

Means outputs, outcomes and impacts of the stakeholders' engagement. That will include a consideration on how the results feed into national and international human rights frameworks.

**M&E**

Means tracking down and an assessment of the process and results for the purposes of improving the intervention strategies and the results achieved.

### 1.4.1 CHRAGG Stakeholders' engagement principles

CHRAGG's best practice norms to guide effective stakeholder engagement are deduced from the local

and international experiences as well as its own governing core values.<sup>6</sup> The principles guiding the stakeholders' engagement shall include the following:-

- i) **Communication:** Ensuring intended message or information is balanced, objective and effectively communicated (to and from stakeholders), well understood and the desired response or interventions achieved.

For this principle, the CHRAGG will be ensured that:-

- The communication is disability sensitive. That is, it has considered relevant stakeholders' communication methods.
- Stakeholders are provided sufficient information on which to base meaningful feedback.
- The communication and information are in two-way (to and from the stakeholders and Commission).

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<sup>6</sup> The CHRAGG's core values are: the independent decision making; integrity; teamwork; transparency; accountability; excellence; confidentiality; and, result – orientation.



- Information is clear, accurate, relevant and timely communicated (to ensure realistic for stakeholders' inputs or outputs of the Commission's interventions).

ii) **Reciprocity:** Fostering mutual trust with all stakeholders regardless of their size and level of operations.

For this principle, CHRAGG will ensure that:-

- The trust is achieved through an open and meaningful dialogue that respects and upholds stakeholders' opinions, concerns and desires.
- The highest level of relationship with all mapped stakeholders in the course of engagement or interventions is demonstrated all the time.
- Reconciling with stakeholders (basing on priority factors indicated below) where there are diametrically opposing views and interests to focus on among stakeholders.
- Seeking views and inputs from the stakeholders; obtaining their feedback on analysis, alternatives or decisions at key steps

of the engagement in any intervention that CHRAGG will have.

iii) **Transparency:** Responding to stakeholders' concerns in a effective, satisficatory, timely and open manners; and, ensuring that, the stakeholders have clear understanding of their specific roles in this engagement.

For this principle, CHRAGG will ensure that:

- The objectives or plans or interventions are clearly identified and in each phase of engagement.
- The roles of each stakeholder is clearly clarified in each phase of engagement.
- The stakeholders' inputs to be relied on are adequately considered and their incorporation are justified.

iv) **Inclusivity:** Encouraging and supporting broad stakeholders' inclusion and participation (including disabled and other gender groups) in all opportunities that arises in the course of implementing CHRAGG's work.

For this principle, CHRAGG will ensure that:-

- Existing efforts of stakeholders are taken into consideration into its (Commission's) interventions through mainstreaming strategies.
- All principles of engagement especially on communication and reciprocity are carefully considered.

v) **Respect:** Recognizing and reinforcing the rights, beliefs, values and interests of stakeholders if not contradicting with the mandate and functionality (objectives, functions, vision and mission) of CHRAGG.

For this principle, the CHRAGG will ensure, among other things that:

- Mapped stakeholders are engaged by grouping them in clusters basing on specific characteristics, their nature of interventions and CHRAGG's objectives or plans for the time being.
- Each stakeholder or cluster adequately understands relevant issues for which it is engaged for.

- Stakeholders are given choices of areas to engage with the Commission.
  - Joint plans for implementing this SES are developed with stakeholders after entering in MoU or other forms of working relationships.
- vi) **Result-Oriented:** Encouraging all plans and interventions to be outcome-based and the results are identified, analysed, communicated and sustained.

For this principle, CHRAGG will ensure that:-

- It develops, implements and reports feedback relating to its engagement with the stakeholders.
- It develops systems to track performance over time and publish the results in a timely manner.
- All interventions and results of the same are aligned with a set of performance indicators as detailed in the Strategic Plan 2018-2023; NHRPA 2018-2023; and other national policies, plans and guidelines.

#### 1.4.2 Nature of Stakeholders

There are numerous stakeholders mapped to engage with CHRAGG. They have varied interests, vision, objectives and intervention strategies. Some have already signed the memorandum of understanding (MoU) with the Commission. It is expected that, more relevant stakeholders will show interest and being accepted to partner with CHRAGG.

The United Nations Evaluation Group (UNEG) clusters stakeholders into four groups:-

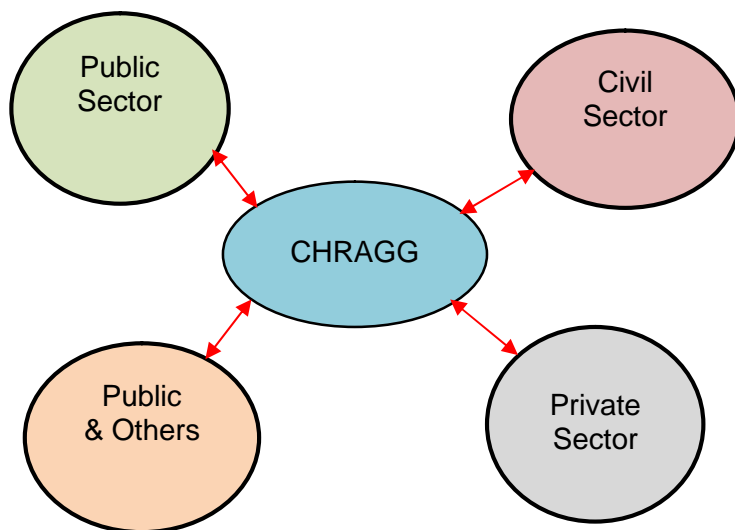
- a) People who have **decision** authority over the program, including policy makers, funders and advisory boards.
- b) People who have direct **responsibility** over the program, including program developers, administrators in the organization implementing the program, program managers and direct service staff.
- c) People who are intended **beneficiaries** of the program, their families and their communities.
- d) People **disadvantaged** by the program, as in lost funding opportunities.

[Ref.: UNEG, Principles for Stakeholder Engagement. UNEG SO2 Use of Evaluation. November 2017. Page 4].

The CHRAGG subscribes to this clustering idea; but, proposing a more broad way in order to cover all sectors in Tanzania – basing on CHRAGG mandates. The four tips above are considered in the selection and prioritization of stakeholders within the four groups indicated below.

In the context of this SES, the stakeholders are grouped into four categories, which cover both State and non-state actors. The groups are:-

Figure 1: Categories of CHRAGG's Stakeholders



**i) Public Sector**

The public sector's stakeholders mapped to work with CHRAGG are all institutions, departments and officials of the three State organs. These are:-

- Central government including the line ministries, departments, institutions and state agencies such as the law enforcement (police,

Directorates of Prosecutions, Attorney General Chambers, Anti-corruption bureaus and Prisons); Commissions and Councils including on public ethics, communication, elections, law reforms, etc; and, offices of the Regional and District Commissioners.

- Local government authorities (LGAs) of Mainland Tanzania and regional administration.
- Judiciaries.
- Parliament of URT and House of Representatives of Zanzibar.

## **ii) Civil Society Sector**

The civil society sector in the context of this SES shall include, among other actors, non-governmental organizations (NGOs); trustees; civil society organizations (CSOs); community based organizations (CBOs); faith based organizations (FBOs); NGO Council (NACONGO); trade unions (of all sub-sectors); employers' association; all forms of media (mainstream community, social and alternative media); and, academic institutions.

The CHRAGG shall ensure that its interventions consider presence of all these actors according a

need at particular point of time. The Commission will also work with international actors falling within the said sub-groups of civil societies mentioned earlier.

**iii) Private Sector**

The CHRAGG will engage with actors in private sector which includes prominent companies engaging in extractive, tourism, telecommunication, transportation, manufacturing, processing, trade, wildlife conservation, livestock-keeping economic sub-sectors. The Commission will seek to work with all these through their unions or associations or representatives or individually – depending on the situation.

**iv) General Public**

The CHRAGG will also involve general public the key beneficiary of all Commission's operations. The Commission will effectively implement this by strategically improving its outreach interventions with the general public especially through the use of branch offices; a web of actors within civil society; and community based groups (formal and informal groups).



**v) Other Stakeholders**

Other stakeholders to be engaged include the national human rights institutions (NHRI) of other countries; regional integration forums; United Nations (UN) agencies especially the UN as one, UNDP, UNICEF, UNESCO, UN Women and UNAIDS; UN human rights structures including OHCHR, special rapporteurs, and treaty monitoring bodies (TMBs); embassies and their ground agencies including USAID, DANIDA, SIDA, CIDA, NORAD, Swiss Aid, and China Aid; and, international tribunals especially the African Court of People and Human Rights (ACPHR) and East African Court of Justice (EACJ).

1.4.3 Issues of priorities for engaging with Stakeholders

A search and decision of the priority issues to focus on in an engagement with stakeholders will be guided by reflecting or analysis or considering of the following:-

- i) The mandate of CHRAGG (under its Legislation and Constitution of Tanzania).
- ii) The CHRAGG's operational policies and guidelines including the Strategic Plan of 2018-2023.

- iii) The national and international plans and guidelines relevant to the mandate of the Commission such as:-
  - The NHRPA of 2018-2023 and its operational tools.
  - The National Plan of Action to End Violence against Women and Children of 2017-2023.
  - UN's Strategic Development Goals 2030.
  - UN's Guidelines on Business and Human Rights of 2011.
  - Development visions of Mainland Tanzania and Zanzibar.
- iv) The national events such as local government and general elections.
- v) The government circulars including top leadership directives.
- vi) The national laws and international treaties relevant to the mandate of the Commission.
- vii) Tools of analysis especially the human rights based approach (HRBA) which considers human rights principles and human rights themes.<sup>7</sup>

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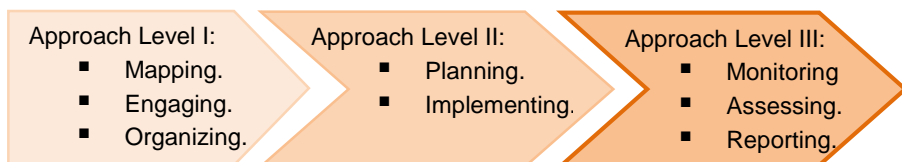
<sup>7</sup> Note that, the *core human rights principles* are equality, dignity, non-discrimination, universality, interdependency, indivisibility, and responses. The *common human rights themes* are development, environment, culture, gender, good governance and justice.

#### 1.4.4 Interventions – approaches to Stakeholders engagement

The presence of varied stakeholders' interests and focus as well as multiple issues needing CHRAGG's attention necessitate a need for systematic and comprehensive approaches of engaging with the stakeholder.

Basically, the Commission will focus on three layers of interventions as summarized in the diagram below:-

Figure 2: Layers of SES' Interventions



Level one is on pre-engagement or reconsideration of the already mapped stakeholders at the time when this SES was incepted for use. Level two is for actual implementation of issues prioritized by the Commission and its stakeholders during this reporting phase (2018-2023); while, level three is for the end result of the engagement.

Outlined engagement principles indicated above will be applicable in all these levels. Modalities for each

of these levels are detailed in subsequent parts of this SES document.

#### 1.4.5 Deliverable results

The identification, analysis, documentation and communication of results of CHRAGG's interventions guided by this SES, will take into consideration of all levels of the results. Unless stated otherwise, the 2018-2023 Strategic Plan's performance indicators for each result level will be used.

The results' levels to be considered or sought to be achieved are:-

- i) Outputs.
- ii) Outcomes.
- iii) Impacts.

The CHRAGG and its stakeholders will ensure that, the priorities set or defined or reconsidered over period of time are in compatible with the said Strategic Plan and that, time to time modifications of the plan is taking place to keep the CHRAGG's interventions relevant to the needs of its stakeholders.

## 1.5 Organization and Use of this Engagement Strategy

The Strategy document is comprised of five chapters or sections. The first one introduces the strategy by explaining the essence, goals, specific objectives and principles governing stakeholders' engagement. The principles act as pillars for interpretation and use of this strategy.

Chapter two covers contextual analysis of the environments within which CHRAGG and its stakeholders operate. The context considers both internal and external factors, including socio-economic and political situations which have direct bearing to the engagement.

The third section is on stakeholders' analysis. It also highlights some priority areas and criteria for selecting stakeholders and issues for which the stakeholders can engage with. Sections four and five are on the results' framework; estimated budgets; coordination mechanisms; monitoring and evaluation.

This strategy is intended for internal use of CHRAGG – as one of the operational documents. However, any stakeholder who wishes to engage with CHRAGG can use it to guide itself on criteria and requirements which CHRAGG considers. The

strategy lays down minimum criteria and procedures. Therefore, users are at liberty to, innovatively, devise own criteria and procedures under this guidance.

The strategy is read together with other CHRAGG's operational manuals including the Strategic Plan 2018/19 – 2022/23; and the Communication Strategy of 2018-2023. It has also to be linked with the National Human Rights Action Plan 2018-2023.

## CHAPTER TWO: BRIEF CONTEXTUAL ANALYSIS OF THE CURRENT OPERATING ENVIRONMENTS

### 2.1 Major Trends of Human Rights Actors in Tanzania

#### 2.1.1 Legal framework and external operation conditions

Actors (stakeholders) in human rights and good governance fields are many – grouped into four sectors (as mentioned in chapter one of this document). Some of these actors, especially, CSOs, have been in operational even before the independence of Tanganyika (now Tanzania Mainland) in 1961; and revolution of Zanzibar in 1964.<sup>8</sup> Other actors especially right-based non-governmental organizations (NGOs) joined the fields and demonstrated tremendous contributions in socio-economic and political developments in URT.

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<sup>8</sup> A review of various historical texts suggests that, CSOs such as trade unions played a vital role in mobilizing the mass and raising their civic awareness (movements), which resulted into regaining of the independence and revolution of Tanganyika and Zanzibar. Some of the CSOs which managed to create 'mass movements' included the National Union of Tanganyika Workers (NUTA); the Union of Tanzanian Women (UWT); the Youth Organization; and, the Tanzanian Parents Association (Ref.: Lange, Siri *et al* (2000) Civil Society in Tanzania. Chr. Michelsen Institute of Development Studies and Human Rights. R2000: 6. Page 5).

The current legal and institutional frameworks within which the pro-human rights actors operate, allow a range of choices in terms of an issue to address (but which do not limit national norms and laws), selection of target groups, geographical coverage and intervention approaches. Engaging themselves into networks, coalition, alliances or other ways is one of the approaches sanctioned by the said frameworks.

The legal framework is comprised of various laws and regulatory authorities. The private sector's actors are generally regulated by *the Companies Act, Cap. 212*; *the Business Registration Act, Cap. 213*; other laws on taxation, economic sub-sectors, governing regulatory authorities, etc. The public sector's actors (comprised of the three pillars of State and their institutions) are also governed by several laws including on police, prisons, public leadership ethics, corruption, and local government authorities (LGAs). Most of the public institutions have their specific legislation. On the other hand, the civil sector's actors (comprised of NGOs, Community Based Organizations (CBOs), media, trade unions, economic groups and others) are registered and regulated under numerous laws including *the NGO Act, 2002*; *the Societies Act, Cap. 337*; *the Co-operative Societies Act, Cap. 211*; *the Trustees' Incorporation Act, Cap. 318*; *the National Sports Council Act, Cap. 49*; *the Legal Aid Act, 2016*; and, *the Zanzibar's Societies Act of 1995*. A good number of them are also registered under *the Companies Act, Cap. 212* as companies limited by guarantee without share capital.



The country (URT) is estimated to have more than 20,000 registered CSOs (all actors in civil sector including international NGOs and agencies); and, over 200,000 business enterprises occupying a large space of private sector. Almost all public sector's actors are relevant to the work of CHRAGG. The ministries, departments, institutions, commissions and agencies affiliated to the executive, judiciary and legislature are counted to be more than 100 (if Tanzania Mainland and Zanzibar is combined).

A large part of civil society sector is dominated by the NGOs and CBOs. The sector has generally been focusing on advocacy (promotion of human rights, gender rights and development of democracy); and, service delivery as their core functions.

The CSOs' engagements have been mostly donor-dependency. However, the nature and type supports from donors have been changing over period of time – due to their (global) specific needs (context). The donors' focus has also been changing accordingly – from directly funding civil society actors to public sector and the vice versa. This dynamism has positively and adversely influenced the work of the civil society in general. For instance, there are some facts to suggest reduction on foreign funding to CSOs' interventions though HIV/ AIDS related projects since mid 2000s.

The CSOs in Tanzania can be sub-categorized (from the broad clusters of 'advocacy' and 'service delivery') to smaller groups including (not limited to):-

- i) District (grassroots) and national based.
- ii) International NGOs (INGOs).
- iii) Academic (elite) organizations.
- iv) Religious or faith based organizations (FBOs).
- v) NGOs working for interests of members (safeguarding specific interests of members).
- vi) Professional associations.
- vii) Trade unions (workers and employers).
- viii) Press clubs.
- ix) Quasi-state organizations (CHRAGG, NACONGO, etc).
- x) Umbrella CSOs (networks, coalition and alliances).

Moreover, while the civil society sector in Tanzania has continued to enjoy and benefit from its relationship with the government in Tanzania, its space (civic space) is increasingly claimed to be closing (shrinking). The attributing factors to the shrinkage of civic space include an enactment or operationalization of some laws which limit or have potential risks of limiting the work of civil society actors in Tanzania.

Some of the analysts connect the purported shrinking space with CSOs' inability to pursue critical issues. Therefore, the vibrancy and may be the usefulness of CSOs would be mitigated if the situation goes

unchecked. An enactment and enforcement of the *Cyber crime Act of 2015*; and, the *Statistics Act, 2016* are just a few examples which have been repeatedly mentioned as indicators of shrinking civic space.

### 2.1.2 Internal operation conditions: Strengths and weaknesses

As it is hinted earlier, there are institutional incapacities within the civil society actors which include, inability to secure source of income outside the traditional donors. There are also some claims against some of the actors in this sector that they operate unprofessionally and unethically.

A Table below summaries the strengths and weaknesses of CSOs (as discusses during SES development process and various sources of literature reviewed):-

Table 1: Strengths and Weaknesses of CSOs

<b>Strengths (&amp; Successes)</b>	<b>Weaknesses (&amp; Failures)</b>
<ul style="list-style-type: none"> <li data-bbox="146 252 575 419">▪ Some CSOs have remained sustainable in their operation of years – due to improved institutional capacities and presence of motivated staff.</li>   <li data-bbox="146 667 575 834">▪ CSOs are increasingly skillful in advocacy interventions especially through working with LGAs (e.g. PETS projects).</li>   <li data-bbox="146 962 575 1233">▪ Some of CSOs have, innovatively, extended their wings down to the grassroots level throughout the country (e.g. paralegal CBOs are found in all districts of Tanzania Mainland and Zanzibar).</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="602 252 984 627">▪ Most of CSOs are heavily depending on donor funding and therefore many of them are: (i) inclined to align activities to donor priorities instead of needs of their constituencies; and, (ii) collapsing or stagnating after the funding phases end.</li>   <li data-bbox="602 667 984 906">▪ Most of the CSOs fail to mobilize resources from alternative sources apart from traditional donors. As a result, they operate in very challenging situation or fail to operate.</li>   <li data-bbox="602 962 984 1161">▪ Lack of consensus of advocacy approaches or issues to address due to, among other things, weak networks, coalition and alliances.</li> </ul>

<ul style="list-style-type: none"> <li>▪ CSOs have good techniques of mobilizing community members for socio-economic developments in their areas of operations.</li> <li>▪ CSOs are able to organize themselves into thematic groups, networks, alliances, coalitions, etc. Currently, there are hundreds of networks in Tanzania.</li> <li>▪ CSOs are capable of engaging in multiple interventions relating to human rights, governance, gender, etc.</li> <li>▪ Capability to set standards and advocating rights has improved through coordination in stakeholders' forums and campaigning (e.g. 16 days of activism, commemoration of human rights days, etc).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Some of CSOs including the 'giant' ones lack clear focus and are increasingly labeled as 'politically affiliated.'</li> <li>▪ Most CSOs have a small membership base and often cannot claim to be representative for their constituency.</li> <li>▪ Selfishness on part of CSOs' leaderships makes them incapable of ground their work to the grassroots in a more solid way.</li> </ul>
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**NOTE:** The CHRAGG is guided by this SES to bank on the identified strengths of CSOs and other stakeholders; while also, taking advantages of the highlighted weaknesses to find an alternative ways of engaging with them. The stakeholders, who are institutionally weak, could be still be engage, for instance, as conduits or amplifiers of CHRAGG's interventions.

## 2.2 Institutional Capacity of CHRAGG

The CHRAGG springs out from the similar initiative known as Permanent Commission of Enquiry (PCE), which was replaced following the 1990s legal sector review program under the Framework for Institutional and Legal Management Upgrading Project (FILMUP). The FILMUP operated under the Legal Task Force (LTF). The LTF's report recommended huge institutional and operational reforms of PCE, which resulted to establishment of CHRAGG in 2001.

The CHRAGG grew up and operated quite effectively. There are quite a good number of remarkable results earned during the life span of 17 years of its existence. Some of successes include the investigations of thousands of complaints from citizens; conducted public inquiries on various human rights issues including on child labour, allegation of police brutality and killings of persons with albinism. The Commission has also visited places of detention and offered recommendations to rectify the situation.

The key intervention strategies in achieving those and other results have been use of media; awareness and capacity building trainings; issue based researches and publication of reports; opening up branch offices (Mwanza, Lindi, Unguja and Pemba) to increase physical accessibility of its services; and, engagement with likeminded stakeholders for instance in

preparation and submission of country's periodical reports to the UN treat monitoring bodies.

Despite such huge efforts, its visibility is still relatively low compared to its age and mandate. According to the said 2016's institutional assessment of the Commission, only 50% of Tanzanians are currently aware of CHRAGG's activities, functions and its mandate. Moreover, the Commission is criticized for being inactive (generally) especially with regards to its inability to address obvious violation of civil and political rights in open manner.

The analysts consulted during the development of this SES argued that, the 'invisibility' and 'passivity' could be attributed to a number of reasons including a 'fear' to criticize the government officials while it depends on the same for its survival (financially).

For instance, the June 2016 institutional assessment report by Yves Del Monaco (consultant) revealed that, there was (is) a sharp decrease of the CHRAGG's budget size from the government. In the fiscal year 2014/2015, CHRAGG received just over one third of the budget it had received in the fiscal year 2009/2010, this for approximately the same number of staff and, arguably, a greater workload (i.e. its coordinating role in the NHRAP). For the coming fiscal year 2016/2017, the government-approved CHRAGG's budget will only cover salaries and overheads.

The assessment reports linked the inadequacy of working tools (computers, vehicles, etc) and low

coverage of outreach programs (including implementation of NHRPA) with the financial constraints which the Commission is facing. Some of its programs or projects were/ are largely supported by UNDP, UNICEF, DANIDA and a few other donors. Therefore, the financial challenges seem to have failed the CHRAGG from fulfilling its mandates as both salaries and overheads are not adequately financed. Therefore, it's over 170 staffing base could be underutilized and unmotivated at the moment.

The institutional arrangement of the Commission is, to some extent, influenced by the executive arm of the state. For instance, the appointment of the new chairperson and Commissioners had remained stalled for over six months as of July 2018. It is not certain when the appointing authorities will exercise its discretionary powers and have these top officials appointed.

**NOTE:** These and other factors necessitate the Commission to find an alternative way of maintaining its status quo as chief human rights institution in Tanzania. Mapping, organizing and engaging different stakeholders could add impetus into its move to continue serving the country while the challenges are being addressed.



### 2.3 Available Opportunities of Stakeholders Engagements

Contextually, there are socio-economic, political, legal and other opportunities which CHRAGG plans to tap on in engaging with stakeholders more effectively.

The (external) opportunities which can influence positively (opportunities) or adversely (challenges) the engagement with stakeholders are summarized in Table 2 below:-

Table 2: Opportunities and Challenges - CHRAGG

Areas	Opportunities (Positive Influences)	Challenges (Adverse Influences)
Political	<ul style="list-style-type: none"> <li>▪ Pro-activeness of top leadership in fighting corruption and misuse of public fund.</li> <li>▪ Perceived peace and general security in Tanzania.</li> <li>▪ Perceived political tranquility.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Claims of shrinking civic space.</li> <li>▪ Some decision makers unlikely to support mandate of CHRAGG.</li> <li>▪ Decreased confidence in some of (democratic) institutions (judiciary, electoral commissions, office of registrar of political parties, Bunge and House of Representatives).</li> </ul>

CHRAGG's Stakeholders' Engagement Strategy of 2018 - 2023

	<ul style="list-style-type: none"> <li>▪ Increased civic awareness especially in urban areas (among youths).</li> <li>▪ Supportive government structures.</li> <li>▪ Tolerance of existence of CHRAGG and other stakeholders in human rights fields.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Power struggles within political parties.</li> <li>▪ Decreased political activities.</li> <li>▪ Allegations of impunity.</li> <li>▪ Decreased tolerance (negative perceptions) on the work of some of CSOs in the country.</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Social</p>	<ul style="list-style-type: none"> <li>▪ Increased social groups including CBOs and income generating activities groups in rural and urban areas.</li> <li>▪ Presence of society in need of CHRAGG services.</li> <li>▪ Presence of community members which support CHRAGG interventions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Harmful traditional believes especially against some of the gender groups (women, children and persons with disabilities (PWDs)).</li> <li>▪ Prevalence level of income poverty – inability to access justice/ perpetuation of human rights violations.</li> <li>▪ Ignorance of the laws and human rights.</li> </ul>

CHRAGG's Stakeholders' Engagement Strategy of 2018 - 2023

Economic	<ul style="list-style-type: none"> <li>▪ Improved road infrastructure.</li> <li>▪ Fiscal policies to drive Tanzania towards mid-economic country.</li> <li>▪ Presence of anti-poverty programs (note, poverty as root cause of some of human rights abuses).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduction/ inadequate public funds allocated for CHRAGG.</li> <li>▪ Uncertainty of donors' funding supports.</li> <li>▪ Declining of CSOs' activities due to various reasons including funding and potential threats to their activities.</li> </ul>
Technological	<ul style="list-style-type: none"> <li>▪ Expansion of social media.</li> <li>▪ Increased media coverage especially community radios.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enforcement of the laws limiting freedom of information.</li> <li>▪ Not all citizens access media services.</li> </ul>
Legal	<ul style="list-style-type: none"> <li>▪ CHRAGG has its own legislation which gives it wide legal mandates.</li> <li>▪ CHRAGG is a constitutional creature – its sustainability is guaranteed.</li> <li>▪ Legal framework which allow mushroom of CSOs and other stakeholders.</li> <li>▪ Professionalism within law enforcers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enforcement of bad laws.</li> <li>▪ Institutional weakness in some law enforcement agents.</li> <li>▪ Weakness in implementation of recommendations of treaty monitoring bodies (UN and African Commission).</li> </ul>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Others/ Stakeholders</p>	<ul style="list-style-type: none"> <li>▪ Presence of numerous stakeholders in human rights and good governance fields.</li> <li>▪ Physical presence/ proximity of CHRAGG in some parts of Tanzania Mainland and Zanzibar.</li> <li>▪ Presence of Public Private Partnership Policy (PPP Policy).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Declining of CSOs' activities due to various reasons including funding and potential threats to their activities.</li> <li>▪ Low coverage of CHRAGG (more than 90% of the regions in URT miss its physical presence/ offices).</li> <li>▪ Absence of strong CSOs' networks.</li> <li>▪ Absence of stakeholders' engagement strategies among the CSOs.</li> </ul>
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**NOTE:**

The CHRAGG takes advantages of both those opportunities and challenges to engage with relevant stakeholders. Most of the challenges, which are (some of them) human rights and good governance concerns are currently being addressed by the prospective stakeholders. Therefore, an engagement of relevant stakeholders will add impetus to the work of the Commission in addressing the same (if at all those will be its issues of priority between 2018 and 2023 program year).

## CHAPTER THREE: ANALYSIS OF RELEVANT STAKEHOLDERS AND PRIORITY ISSUES

### 3.1 Analyzing Relevant Stakeholders

#### 3.1.1 Selection criteria

The decision to select stakeholders relevant to the CHRAGG's functionalities is guided by the following broad criteria:-

- i) **Effectiveness:** That, a stakeholder will add value to the work of CHRAGG in achieving bigger results of its interventions especially in (geographical and thematic) areas which the Commission has limited operations or ability to engage.
- ii) **Efficiency:** That, the stakeholder to be engaged will facilitate realization of CHRAGG's results in cost-effective (efficient) ways.
- iii) **Relevancy:** That, the stakeholders to be engaged is relevant to the mandates, vision, missions, functions and focus of CHRAGG for the time being.
- iv) **Sustainability:** That, the results achieved will be sustained in collaboration with the stakeholder.

- v) **Morality:** That, the stakeholder is legally operating and engages in legally sanctioned interventions according to the legal and human rights standards stipulated in the international and national legal instruments.
  
- vi) **Practicability:** That, there is a priority issue necessitating an engagement of a particular stakeholder; or, a need to react on the external pressures<sup>9</sup> within which CHRAGG operates; or, a need to develop strategic insights of an intervention already taking place; or, seeking innovation to scale up interventions or amplifying the results; or, expanding further the scope; etc.

### 3.1.2 Procedures and phases for mapping Stakeholders

The mapping<sup>10</sup> is the initial process of stakeholders' engagement, which helps to understand who key stakeholders are, where they operate, and what they

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<sup>9</sup> This is a case especially when the issue to engage with is not self-initiated by the commission. Such issues could include occurrence of human rights violations in different forms – which then, will require certain specialty from the stakeholders. The intervention strategies can include fact finding missions or joint press statements. These have been traditional approaches of CHRAGG since its establishment.

<sup>10</sup> The *stakeholder mapping* is a collaborative process of research, debate, and discussion that draws from multiple perspectives to determine a key list of stakeholders across the entire stakeholder spectrum (Ref.: Jonathan Morris (2012), Back to Basics: How to Make Stakeholder Engagement Meaningful for Your Company. Advisory Services, BSR Farid Baddache, Director, Europe, BSR. Page 9. Note that, most of the notes for this sub-section originate from this source.

are looking for in relationship to CHRAGG's mandates, functions, vision or plans.

To be most effective, this process should be guided by the selection criteria highlighted above and the guiding principles indicated in the first section of this SES document. The stakeholders' mapping will be broken down into four phases, namely:-

**i) Identification**

Listing relevant stakeholders in the four groups indicated in section one of this document. The end result of this process is a list of stakeholders. This list will change according to the context in which CHRAGG operates and, according to the specific needs or opinions of the stakeholders themselves.

The main guiding criterion for identification of the stakeholders is the current engagement objectives. That implies the list should not be static – can be expanded or reduced depending on the objectives for which an engagement is sought by the Commission. Possible questions to brainstorm in considering a stakeholder are:-

- Internal or institutional capacity gaps within CHRAGG?
- Objectives of the interventions needing an engagement?
- Already existing stakeholders, examples with MoU or which have frequently communicating

with CHRAGG in Tanzania Mainland and Zanzibar?<sup>11</sup>

- Potentiality of new (including unusual or lesser-known) stakeholders which will add mileage into CHRAGG's functionalities?

## *ii) Analysis*

The next step is on the understanding stakeholders' perspectives and relevance to the Commission's work. Its essence is to enable CHRAGG to better understand the relevancy and other selection criteria listed above.

It is also important stage for understanding the relationship of the mapped stakeholders to the issues of priority (as explained earlier) and, therefore, prioritizes the stakeholders on their relative usefulness for this engagement. Possible questions to brainstorm in an analysis are:-

- **Contribution:** Does the stakeholder have information or expertise on the issue that could be helpful to CHRAGG?
- **Willingness to engage:** How willing is the stakeholder to engage?
- **Influence:** How much influence does the stakeholder have? Also, who and how do they influence?
- **Power and interest:** What is the level of support does a stakeholder likely to render to the Commission if engaged?

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<sup>11</sup> However, CHRAGG will have to re-screen all these stakeholders in line with SES' requirements.



The said analysis tips can be created in a form of chart or table to easy understanding of the stakeholders in which the Commission needs to engage. The following chart/ table can be used:

CHRAGG's Stakeholders' Engagement Strategy of 2018 - 2023

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Table 3: Tips for Analyzing Stakeholders

Set of CHRAGG Criteria	Expertise			Willingness		Value				Others		
	Contribution		Legitimacy	Desire/ Interests		Influence/ Power		Necessity		?		
Guiding questions & Rankings	<i>Knowledge in X issue is of value to the CHRAGG.</i>		<i>Directly affected/ would be by CHRAGG's interventions.</i>	<i>Proactive stakeholder who is already engaging in an issue of priority to CHRAGG.</i>		<i>Extent of ability and relevancy of the stakeholder in an area of interest (prioritized)</i>		<i>Possession of unique or needed expertise or experience or strength which CHRAGG misses.</i>		<i>Other questions basing on the engagement principles, criteria, etc of this CHRAGG's SES.</i>		
CSOs xyz	High		High	v	High		High	v	High		High	
	Medium	v	Medium		Medium		Medium		Medium	v	Medium	
	Low		Low		Low	v	Low		Low		Low	v
Conclusion:												

### **iii) Organization/ Mapping – Decision Making**

Successful completion of an analysis with the aid of the tool (table) above, leads to sorting out and clustering of the stakeholders especially on the basis of their *most usefulness* to engage with.<sup>12</sup> This analysis level facilitates CHRAGG to understand and cluster the stakeholders to where it supposes to stand – basing on key criteria chart illustrated above.

Making of a decision to the usefulness of a stakeholder to engage with can be aided by drawing a 'mapping chart' through the following procedures:-

- Draw a quadrant using two axes labeled 'Low' to 'High.'
- Add 'Expertise', 'Willingness' and 'Value' to the criteria chart as above.
- Assign 'Expertise' to the Y-axis and 'Willingness' to the X-axis.
- Discuss and debate within your group where each stakeholder falls.
- Plot the stakeholders on the grid.

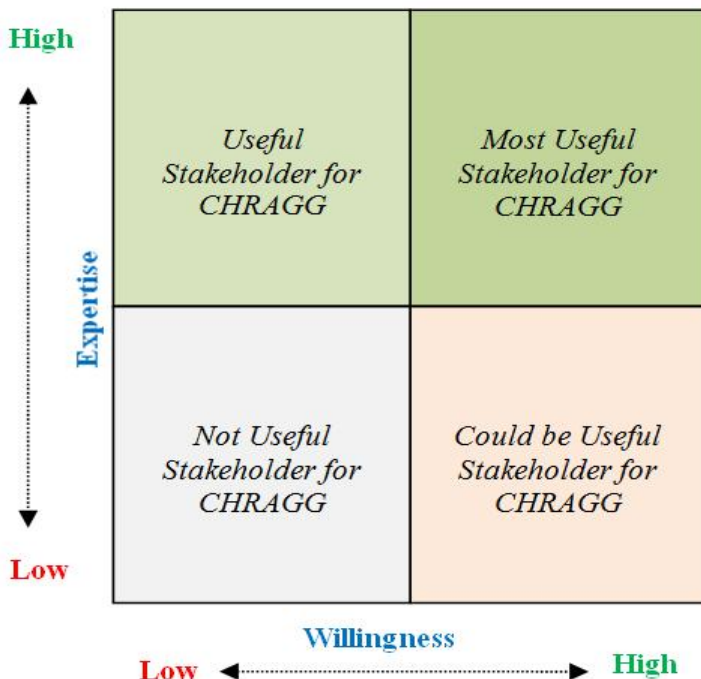
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<sup>12</sup> The '*usefulness*' is determined by several factors including the relevancy of the stakeholder in CHRAGG thematic areas of interventions, strategic objectives of the commission (as indicated in the 2018-2023 strategic plan and NHRPA), and specific needs (emerging issues) at a particular point of time.

- Use small, medium, and large circle sizes to denote their 'Value.'
- To illustrate relationships, use arrows to depict 'Influence.'

Sample of mapping for decision making on stakeholder to engage is illustrated in the table/ diagram below:-

Figure 3: A Guiding Tool for Decision Making on Stakeholders



It should be noted that, the above diagram provides a generalized illustration which could aid CHRAGG in decision making. There could be other ways of mapping and more criteria grouping (apart from consideration of expertise, willingness and values). Therefore, the decision makers could still come out with an alternative tool or adding more details into the illustrative diagram above.

#### ***iv) Prioritization of Stakeholders***

The ranking stakeholders' relevance takes into consideration the identified issues of priority as well as other factors highlighted above. The main guiding question remains to be the same. That is, whether a stakeholder is material to CHRAGG engagement objectives.

It is also important to consider the side of stakeholders especially the issues which they frequently addressing and then, look for a possibility of aligning efforts. This is important because it helps to avoid duplication of efforts or contradictions.

Other guiding specific questions, which help to assess further the usefulness and priority stakeholders, are:-

- Is the list focused on relevant stakeholders who are important to CHRAGG current and future efforts?
- What is the degree influence of each stakeholder to affect CHRAGG's interventions?
- Is there a thorough understanding of where stakeholders are coming from, what they may want, whether they would be interested in engaging with CHRAGG, and why?
- What type of stakeholder engagement is mandated by national law, international obligations or other requirements?
- How can these stakeholders be further understood and qualified?<sup>13</sup>
- Can granular level of engagement be defined basing on prioritized stakeholders?
- Who may be adversely impacted by the project?
- Will this list inform tactics, formats, and investment considerations?
- Are special measures needed to protect the interests of marginalized stakeholder groups?

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<sup>13</sup> For instance, through discussions with internal colleagues? Reading reference reports? Finding specific blogs or other social media pages?

- Have the resources (expertise, people, and budget) been given weight in a need to support this SES and follow-up activities?

### 3.2 Analysis of Stakeholders' Interests Relevant to CHRAGG

The prioritization of the stakeholders can be sufficient procedures of understanding their interests relevant to CHRAGG. However, if that stage does not offer sufficient responses to guide the decision making, the CHRAGG planners can consider going deep into specific areas of interests of the prospective respondents by considering their '**importance**' and '**influence**' factors.<sup>14</sup>

The analysis of the importance and influence of stakeholders, which also determines their interests to the CHRAGG work can be done with an aid of the '*identification of stakeholders and their interests*' matrix' illustrated below:-

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<sup>14</sup> Note, the '*importance*' in this respect relates to who the project or program is most likely to affect (adversely or positively), which may be different from the level of '*influence*' they may have to affect project or program outcomes (Ref.: UNDP, *Guidance Note UNDP Social and Environmental Standards (SES) Stakeholder Engagement*. July 2017. Page 25). Note that, the rest of the texts plus illustration table and graph in this sub-section are copied from the same source with a few modifications by CHRAGG's consultant for this SES document.

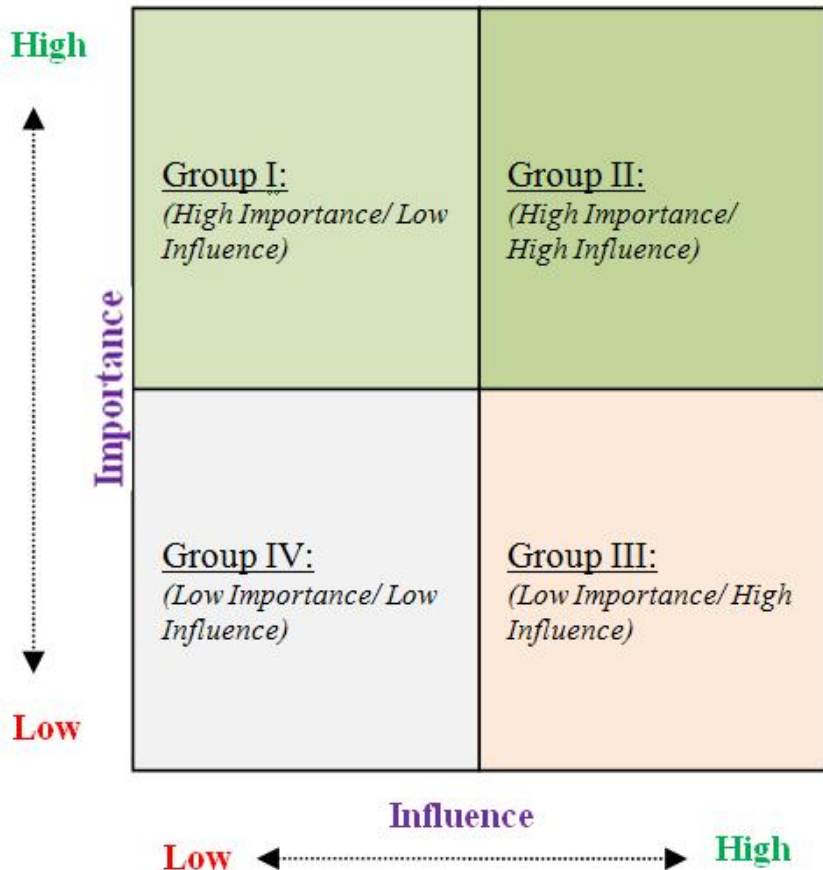
Table 4: Identification of Stakeholders and their Interests' Matrix

<b>Stakeholders</b>	<b>Interests</b> at stake in relation to CHRAGG's Intervention	<b>Effect</b> of intervention on interests <b>(+ 0 -)</b>	<b>Importance of Stakeholder for Success of CHRAGG's Intervention</b> 1=Little/ No Importance 2=Some Importance 3=Moderate Importance 4=Very Important 5=Critical Player	<b>Degree of Influence of Stakeholder over CHRAGG's Intervention</b> 1=Little/ No Influence 2=Some Influence 3=Moderate Influence 4=Significant Influence 5=Very Influential
Political parties	Free and fare election	+	5	5
Women CSOs	Participation opportunities	+	5	1
International observer	Fairness	+	1	3
Private sector	Possibility to influence	+/-	3	3

Alternatively or in addition to the table analysis above, the CHRAGG planners can consider using almost similar graph (of *high* and *low* extremes) as presented above – but changing the eligibility factors to 'importance' and 'influence' as the graph below shows:-



Figure 4: Decision on Eligibility Factors – Stakeholders Engagement



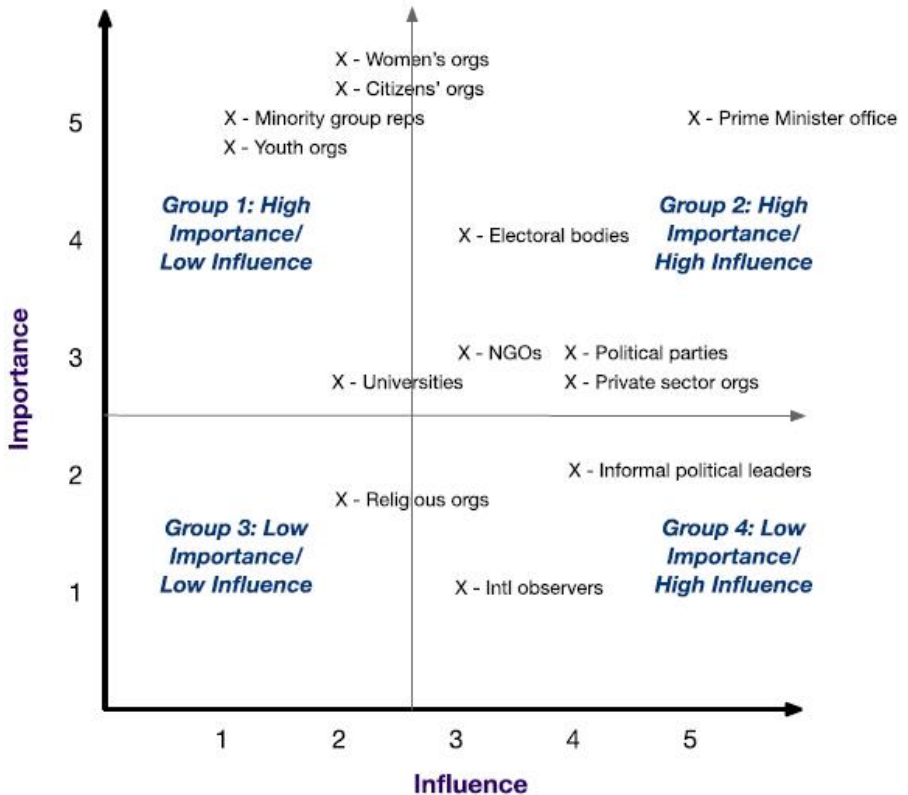
The **Group I stakeholders** will be considered as very important to the success of the activity but may have little influence on the process e.g. gender groups in electoral process. The **Group II stakeholders** are central to the planning

process as they are both important and influential. These should be key stakeholders for partnership building e.g. political parties in electoral process.

On the other hand, **Group III stakeholders** are not very important to the activity but may exercise significant influence e.g. traditional or religious leaders in electoral process; while, the **Group IV stakeholders** are not the central stakeholders for an initiative and have little influence on its success or failure. They are unlikely to play a major role in the overall process e.g. election observers.

Note that, the above diagram can be drawn in a scaled graph (of 1 to 5 both lines) and place each stakeholder into its position. A graph adopted from UNDP's publication (cited earlier) can offer a good illustration.

Figure 5: Sample of Stakeholder Importance and Influence Matrix for Electoral Support Project



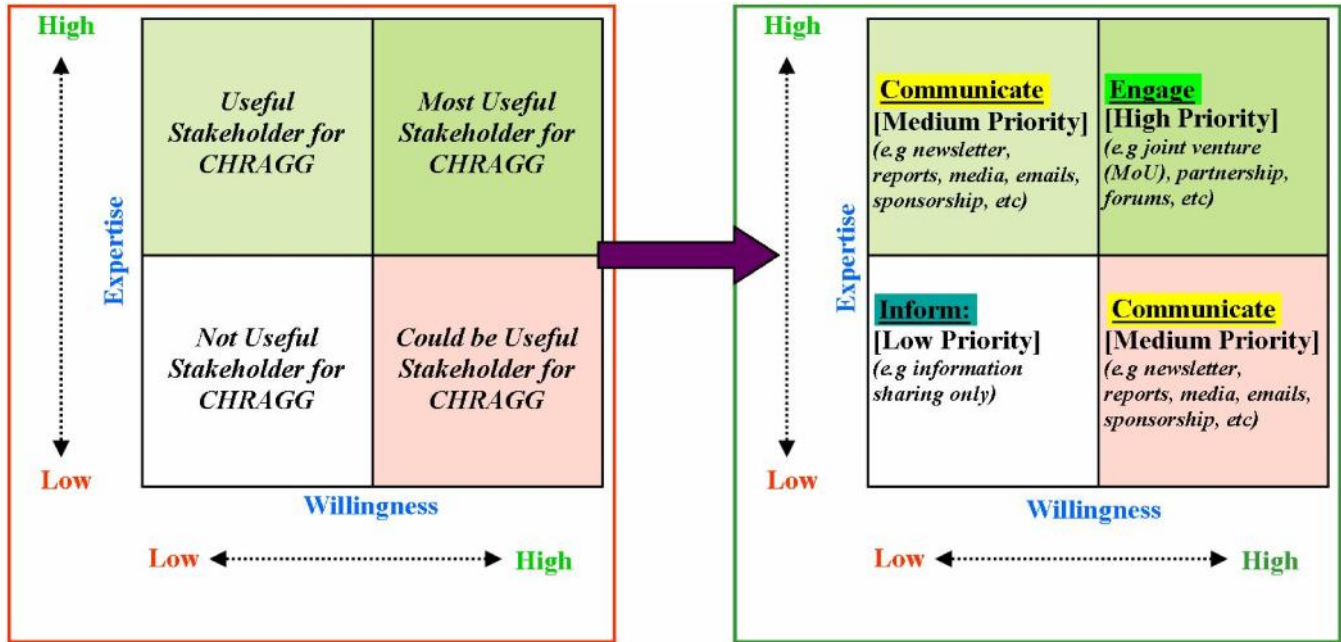
Source: UNDP (2017), cited earlier.

### 3.3 Kick Starting an Engagement with Stakeholders

Successful identification, mapping and prioritization of the stakeholders give a leeway for CHRAGG to start engaging them systematically according to the needs.

The scoping of engagement basing on the priority taste is important initial stage for consideration before fully engaging a stakeholder because that determines engagement methods or tactics. The tactics are grouped into three broad categories, namely communicate, engage and inform. The categorization depends on the level of engagement as figure below shows:

Figure 6: Decision Making on Kick Starting of an Engagement with Stakeholders



After deciding on the tactics and all other issues (criteria, etc), the next step will be formalization of the engagement by considering the engagement principles indicated in section one of this SES document. The coordination of engagement will be as suggested in section three of this document.

### 3.4 Analyzing and Prioritizing Relevant Issues for Engagement

With an understanding that, (i) CHRAGG has broad mandates and complex functions to perform; and, (ii) mapped stakeholders have diversified interests and interventions in human rights and good governance fields, a selection of issues for joint interventions or which CHRAGG will need to scale up through stakeholders, need to be very strategic and logical.

The decision for such issues will consider:-

- a) The underlying principles of engagement indicated in chapter one of this SES document.
- b) The operational documents especially the Strategic Plan (SP) 2018-2023 of CHRAGG.
- c) The law and regulation governing CHRAGG.
- d) The national human rights plans such as NHRAP 2018-2023 and NAPVAWC 2017-2023.

- e) The emerging human rights issues of concern in particular point of time.

The sorting out of most important issues out of all those considerations will be aided by the following set of questions and ranking procedures:-

Table 5: Identification and Prioritization of Issues for Engagement (Scores per Priority Levels)

<b>CHRAGG's Criteria for Selecting An Issue for Engagement with Stakeholders:</b>	<b>Scores</b>		
	<b>1</b>	<b>2</b>	<b>3</b>
The issue aligned to the legal mandate and core functions of CHRAGG?			
The issue is consistent with CHRAGG's vision and mission?			
The issue is relevant to the current context (NHRAP, NAPVAWC, etc)?			
Affects (positively or adversely) many persons in URT?			
The issues have a significant impact on the human rights and good governance standards/ requirements?			
The issue is consistent with the country's and individual persons' development objectives in general?			
The issue is amenable to advocacy interventions			

– desired changes (in policy, legal or institutional human rights frameworks)?			
The issue can mobilize a large number of interested in CHRAGG's areas of interest generally?			
<b>Total Scores:</b>			

**NOTE:**

Once the issues has been identified or prioritized, CHRAGG and its stakeholders can draw up specific action plan or MoU or merely relying on this SES for its implementation.

3.5 Building Stakeholders' Consensus on the Issues Prioritized

Once relevant issues have been indentified, analyzed and prioritized for intervention, the next step is clustering (grouping) stakeholders and discerning them according to their interests in the issue identified for intervention by CHRAGG. It should be noted that, 'stakeholders' include the potential opponents.

In order to get right stakeholders and their consensus for a prioritized issue, the following are some of questions to guide the deliberation:-

- a) **Relevancy:** Whether stakeholder's core functions or location or intervention strategies relevant to an issue identified (prioritized)?



- b) **Interest:** How does each stakeholder perceive an issue at hand and proposed interventions?; and, what stakeholder's interests conflicting with issue prioritized?
- c) **Expectation:** What are stakeholders' expectations of the issue prioritized?
- d) **Influence:** What does each stakeholder going to influence the result of the intervention?
- e) **Support:** What resources might the stakeholder be able and willing to mobilize? (Added value of their engagement?).

Note that, these questions are best answered by stakeholders themselves, typically in the context of a stakeholder workshop (and/or through focus groups and interviews) when planning.

### 3.6 Strategies for Advancing CHRAGG's Outreach and Visibility

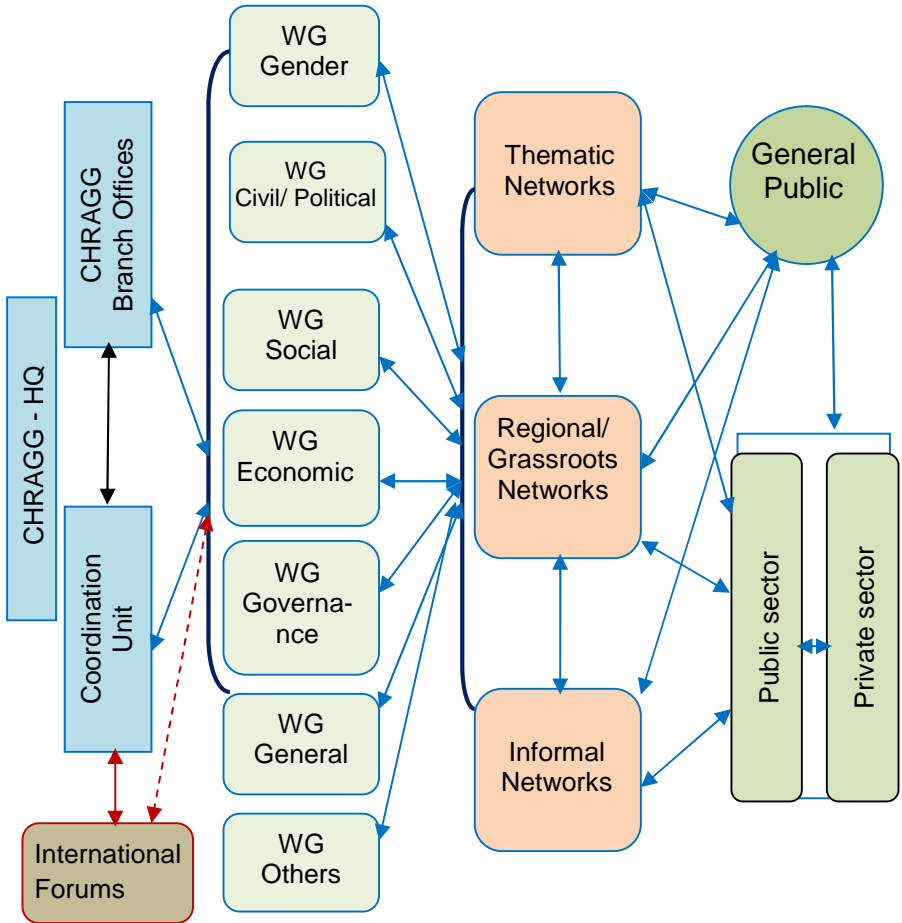
The stakeholders' engagement is an ongoing process because of the fluidity of human rights issues (constant new demands); changing contexts (legal, policy, political, social, etc); ongoing reforms within the Mainland and Zanzibar's governments; increase and decrease of actors in human rights field; and other factors.

As the SWOC analysis suggests, there would be limited chances for CHRAGG to expand its physical presence beyond the current three branches in Pemba, Mwanza and Lindi in a near future. Therefore, alternative techniques are unavoidable.

Strategically, the Commission will cluster issues prioritized for interventions into thematic groups, which will also comprise of stakeholders clustered according to their interests in those groups. The thematic groups are termed as 'Working Groups' (WGs) and are tentatively suggested by stakeholders to feature the following themes:-

- i) **Gender:** Women, children, PWDs, prisoners, elderly, PLWHA, key population, indigenous, etc.
- ii) **Civil/political:** Political parties, NEC, ZEC, registrar of political parties, voters, human rights defenders, etc.
- iii) **Social:** Actors in health, water, education, etc.
- iv) **Economic:** Actors in land, businesses, investments, etc.
- v) **Governance:** Public leadership (executive, legislatures, and judiciaries).
- vi) **General:** Environment, development, human rights compliance, technological, etc.
- vii) **Others:** UN agencies, NHRIs of other countries, funding partners, INGOs, etc.

Figure 7: CHRAGG's Outreach Coverage Model



Each WG will have at least 15 mapped stakeholders prioritized basing on the criteria and other suggestions above. The thematic, regional, grassroots and other networks will, in return, engage with their affiliated

networks or organizations down to the lower levels of their coverage. The CHRAGG will have a focal organization in each WG, network level and even general public.

The Commission will tap on existing structures and efforts (networks and focal persons). For instance, there are already existing regional, district and thematic networks. There are already established paralegal CBOs throughout the URT. Additionally, partners like the Legal and Human Rights Centre (LHRC); HakiElimu and TGNP have grassroots or community based human rights monitors (HRMs).

The CHRAGG will use this networking model to improve its visibility especially through, among other things:-

- i) Publicizing and aligning CHRAGG's issues and interventions with popular events happening on the ground, nationally or internationally. Such events include:-
  - International human rights day (IHRD).
  - International disability day (IDD).
  - International women day (IWD).
  - International child day (ICD).
  - African child day (ACD).
  - Human rights defenders day (HRDD).

- International refugee day (IRD).
  - International indigenous people day (IIPD).
  - HIV/ AIDS day.
  - The 16 days of activism.
- ii) Reaching stakeholders through multiple channels (online and offline) channels as it is indicated in the *CHRAGG's Communication Strategy 2018-2023*.

## CHAPTER FOUR: RESULTS' FRAMEWORK AND BUDGET

### 4.1 Strategic Direction

The implementation of this SES will be linked to the already existing CHRAGG's operational policies, plans and guidelines, including the governing structure and monitoring and evaluation (M&E) frameworks. The key documents for effective implementation of this SES are the Strategic Plan 2018-2023; and, the Communication Strategy of 2018-2023.

The SES subscribes entirely to the vision, mission and relevant results' areas of the two key documents.

#### 4.1.1 CHRAGG's Vision

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

#### 4.1.2 CHRAGG's Mission

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

### 4.2 SES' Goal

Linked to the CHRAGG's strategic vision (2018-2023), the goal for this SES is to guide the Commission *achieving bigger results of its mandates and*

*interventions through an effective engagement of relevant stakeholders.*

#### 4.3 SES' Key Result Areas (Outcomes)

The SES' key result areas (KRAs) or deliverable outcomes are deduced from the objectives of this SES indicated in chapter one. They are directly linked to the SES' goal. The KRAs are:-

- i) The public awareness and understanding of the CHRAGG's mandates and functions through stakeholders increased.
- ii) The anti-human rights violation interventions, policy and legal reforms improved and sustained through constructive engagements with numerous stakeholders.
- iii) The outreach programs, visibility and proximity of CHRAGG services (service delivery) intensified.
- iv) The collaboration and networking with national, regional and international stakeholders on human rights and good governance strengthened and sustained.

The performance indicators for each outcome are indicated in Table 6 below:

Table 6: SES' Outcome Indicators

Outcomes Results' Level	Outcomes' Indicators
<p><b>Outcome 1:</b> The public awareness and understanding of the CHRAGG's mandates and functions through stakeholders increased.</p>	<ul style="list-style-type: none"> <li>▪ More members of the public are knowledgeable of the CHRAGG's mandates and functions.</li> <li>▪ More public officials are corroborating and supporting CHRAGG in realization of its mandates and functions.</li> <li>▪ More civil and private sector stakeholders collaborate with CHRAGG in realization of its mandates and functions.</li> </ul>
<p><b>Outcome 2:</b> The anti-human rights violation interventions, policy and legal reforms improved and sustained through constructive engagements with numerous stakeholders.</p>	<ul style="list-style-type: none"> <li>▪ The pro-human rights laws and policies are enacted (adopted) through constructive engagements with numerous stakeholders.</li> <li>▪ The pro-human rights plans and programs are formulated (adopted) through constructive engagements with numerous stakeholders.</li> </ul>



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	<ul style="list-style-type: none"> <li>▪ The implementation of laws, policies, plans, programs and other decisions reflect the minimum human rights standards which CHRAGG's enforced.</li> </ul>
<p><b>Outcome 3:</b> The outreach programs, visibility and proximity of CHRAGG services (service delivery) intensified.</p>	<ul style="list-style-type: none"> <li>▪ The grassroots based stakeholders signed memorandum of understanding (MoU) increased.</li> <li>▪ The number of people human rights violations received by CHRAGG and its stakeholders increased.</li> </ul>
<p><b>Outcome 4:</b> The collaboration and networking with national, regional and international stakeholders on human rights and good governance strengthened and sustained.</p>	<ul style="list-style-type: none"> <li>▪ Joint zonal or thematic committees inclusive of different stakeholders operationalized in Mainland and Zanzibar.</li> <li>▪ Strategic international partners identified and engaged with.</li> <li>▪ Local civil rights groups signed MoU with CHRAGG and effectively implement the terms of the agreements.</li> </ul>

#### 4.4 SES' Deliverable Outputs

Each of the planned KRAs (outcomes) has its own deliverable outputs – which are basically initial result of the SES' interventions. Table 7 below shows the outputs for each KRAs.

Table 7: SES' Deliverable Outputs

Outcome	Outputs
<p><b>Outcome 1:</b> The public awareness and understanding of the CHRAGG's mandates and functions through stakeholders increased.</p>	<ul style="list-style-type: none"> <li>▪ Publicity sessions on CHRAGG's mandates conducted.</li> <li>▪ CHRAGG effectively engage with different stakeholders.</li> </ul>
<p><b>Outcome 2:</b> The anti-human rights violation interventions, policy and legal reforms improved and sustained through constructive engagements with numerous stakeholders.</p>	<ul style="list-style-type: none"> <li>▪ Joint human rights interventions conducted.</li> <li>▪ Pro-human rights laws and policies are being formulated.</li> </ul>
<p><b>Outcome 3:</b> The outreach programs, visibility and proximity of CHRAGG services (service delivery) intensified.</p>	<ul style="list-style-type: none"> <li>▪ Existing CHRAGG's zone offices strengthened.</li> <li>▪ New CHRAGG's zone offices established.</li> <li>▪ Stakeholders' platform in support of CHRAGG's mandates established.</li> </ul>

<p><b>Outcome 4:</b> The collaboration and networking with national, regional and international stakeholders on human rights and good governance strengthened and sustained.</p>	<ul style="list-style-type: none"><li>▪ Different international based stakeholders in human rights field are mobilized, mapped and engaged.</li><li>▪ Different national based stakeholders in human rights field are mobilized, mapped and engaged.</li><li>▪ Different grassroots based stakeholders in human rights field are mobilized, mapped and engaged.</li></ul>
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#### 4.5 Logic Framework of the Results' Areas

The SES' results, as said earlier, are of three levels, namely; the goal, outcomes (KRAs) and outputs. The logic connectivity and indicators of these three results' levels forms a logic results framework as indicated in Table 8 below. The proposed indicators are, to a large extent, linked to the Strategic Plan 2018-2023's and the Communication Strategy 2018-2023's indicators.

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Table 8: SES' Logic Results Framework

Results' Level	Indicators / Targets	Means of Verification	Budget (TZS / Per Annum)
<b>Goal</b>			
Achieving bigger results of CHRAGG's mandates and interventions through an effective engagement of relevant stakeholders.	(to be linked with CHRAGG's Strategic Plan 2018-2023's Impact Indicators)	(CHRAGG's responsible officer to decide)	Per Outcomes & Outputs
<b>Outcome 1</b>			
The public awareness and understanding of the CHRAGG's mandates and functions through stakeholders increased.	<ul style="list-style-type: none"> <li>▪ More members of the public are knowledgeable of the CHRAGG's mandates and functions.</li> </ul>	(CHRAGG's responsible officer to decide)	Per Outputs

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Results' Level	Indicators / Targets	Means of Verification	Budget (TZS / Per Annum)
	<ul style="list-style-type: none"> <li>▪ More public officials are corroborating and supporting CHRAGG in realization of its mandates and functions.</li>   <li>▪ More civil and private sector stakeholders collaborate with CHRAGG in realization of its mandates and functions.</li> </ul>		
<b>Output 1.1</b>	<b>Output Indicators (1.1)</b>		
Publicity sessions on CHRAGG's mandates conducted.	(to consider Communication Strategy's Indicators)	(CHRAGG's responsible officer to decide)	30,000,000

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Results' Level	Indicators / Targets	Means of Verification	Budget (TZS / Per Annum)
<b>Output 1.2</b>	<b>Output Indicators (1.2)</b>		
CHRAGG effectively engage with different stakeholders.	(to consider Communication Strategy's Indicators)	(CHRAGG's responsible officer to decide)	30,000,000
<b>Outcome 2</b>	<b>Indicators for Outcome 2</b>		
The anti-human rights violation interventions, policy and legal reforms improved and sustained through constructive engagements with numerous stakeholders.	<ul style="list-style-type: none"> <li>▪ The pro-human rights laws and policies are enacted (adopted) through constructive engagements with numerous stakeholders.</li>   <li>▪ The Pro-human rights plans and programs are formulated (adopted) through constructive engagements with numerous stakeholders.</li> </ul>	(CHRAGG's responsible officer to decide)	Per Outputs

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Results' Level	Indicators / Targets	Means of Verification	Budget (TZS / Per Annum)
	<ul style="list-style-type: none"> <li>▪ The implementation of laws, policies, plans, programs and other decisions reflect the minimum human rights standards which CHRAGG's enforced.</li> </ul>		
<b>Output 2.1</b>	<b>Output Indicators (2.1)</b>		
Joint human rights interventions conducted.	(to consider Communication Strategy's and SP' Indicators)	(CHRAGG's responsible officer to decide)	30,000,000
<b>Output 2.2</b>	<b>Output Indicators (2.2)</b>		
Pro-human rights laws and policies are being formulated.	(to consider Communication Strategy's and SP' Indicators)	(CHRAGG's responsible officer to decide)	50,000,000

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<b>Results' Level</b>	<b>Indicators / Targets</b>	<b>Means of Verification</b>	<b>Budget (TZS / Per Annum)</b>
<b>Outcome 3</b>	<b>Indicators for Outcome 3</b>		
The outreach programs, visibility and proximity of CHRAGG services (service delivery) intensified.	<ul style="list-style-type: none"> <li>▪ Existing CHRAGG's zone offices strengthened.</li> <li>▪ New CHRAGG's zone offices established.</li> <li>▪ Stakeholders' platform in support of CHRAGG's mandates established.</li> </ul>	(CHRAGG's responsible officer to decide)	Per Outputs
<b>Output 3.1</b>	<b>Output Indicators (3.1)</b>		
Existing CHRAGG's zone offices strengthened.	(to consider/ link with SP' Indicators)	(CHRAGG's responsible officer to decide)	60,000,000
<b>Output 3.2</b>	<b>Output Indicators (3.2)</b>		
New CHRAGG's zone offices established.	(to consider/ link with SP' Indicators)	(CHRAGG's responsible officer to decide)	200,000,000



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Results' Level	Indicators / Targets	Means of Verification	Budget (TZS / Per Annum)
<b>Output 3.3</b>	<b>Output Indicators (3.3)</b>		
Stakeholders' platform in support of CHRAGG's mandates established.	(to consider Communication Strategy's and SP' Indicators)	(CHRAGG's responsible officer to decide)	15,000,000
<b>Outcome 4</b>	<b>Indicators for Outcome 4</b>		
<b>Outcome 4:</b> The collaboration and networking with national, regional and international stakeholders on human rights and good governance strengthened and sustained.	<ul style="list-style-type: none"> <li>▪ Joint zonal or thematic committees inclusive of different stakeholders operationalized in Mainland and Zanzibar.</li> </ul>	(CHRAGG's responsible officer to decide)	Per Outputs
	<ul style="list-style-type: none"> <li>▪ Strategic international partners identified and engaged with.</li> <li>▪ Local civil rights groups signed MoU with</li> </ul>		

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Results' Level	Indicators / Targets	Means of Verification	Budget (TZS / Per Annum)
	CHRAGG and effectively implement the terms of the agreements.		
<b>Output 4.1</b>	<b>Output Indicators (4.1)</b>		
Different international based stakeholders in human rights field are mobilized, mapped and engaged.	(to consider/ link with Communication Strategy's and SP' Indicators)	(CHRAGG's responsible officer to decide)	40,000,000
Different national based stakeholders in human rights field are mobilized, mapped and engaged.	(to consider/ link with Communication Strategy's and SP' Indicators)	(CHRAGG's responsible officer to decide)	35,000,000
Different grassroots based stakeholders in human rights field are mobilized, mapped and engaged.	(to consider/ link with Communication Strategy's and SP' Indicators)	(CHRAGG's responsible officer to decide)	100,000,000

**NOTE:** CHRAGG will devise a list of activities for each output which are linked to the current *Strategic Plan 2018/19 – 2022/23* and the *National Action Plan of 2018 – 2023*. This is why this result framework has not indicated activities as they are all have to be aligned -

with those two operational documents plus the *Communication Strategy 2018 – 2023*. Moreover, the proposed budgets are purely estimates. Can change after aligning this strategy and other plans.

## CHAPTER FIVE: COORDINATION, MONITORING AND EVALUATION APPROACHES

### 5.1 Stakeholders' Engagement Coordination Plan

#### 5.1.1 Internal (Intra) Coordination Arrangements

The intra-coordination arrangements will be guided by the *CHRAGG's Communication Strategy 2018-2023*; M&E Framework; and other operational documents. Therefore, an implementation of this SES will be mainstreamed into existing CHRAGG's structures for Tanzania Mainland and Zanzibar as well as branch offices in Mwanza, Lindi, Pemba and elsewhere.

All of its departments and units (except finance and administration) have a direct or indirect link and therefore, responsibilities, with the stakeholders. The Table 9 below summarizes departments' roles; engagement strategies; and, feedback arrangement of each department/ unit.

Table 9: Roles, Approaches and Feedback Plans of CHRAGG's Departments in SES

<b>Departments/ Units of CHRAGG</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
Public Education	<ul style="list-style-type: none"> <li>▪ Share information to stakeholders.</li> <li>▪ Receive feedback from stakeholders.</li> <li>▪ Awareness raising of the roles, functions and services of CHRAGG.</li> <li>▪ Publication of IEC Materials.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use of mainstream and alternative media.</li> <li>▪ Use of publicity and sensitization materials.</li> <li>▪ Trainings, meetings, workshops.</li> <li>▪ Use of existing or created human rights clubs, groups, etc.</li> <li>▪ Dissemination of reports.</li> <li>▪ Updating website</li> <li>▪ Maintaining Social Media.</li> </ul>	As per CHRAGG's Communication Strategy of 2018-2023.

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<p>Human Rights (Investigation)</p>	<ul style="list-style-type: none"> <li>▪ Investigations of the complaints lodged to CHRAGG.</li> <li>▪ Referring cases to other stakeholders (design referral mechanism).</li> <li>▪ Conducting fact finding missions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Simplification of procedures of receiving complaints.</li> <li>▪ Press statements.</li> <li>▪ Joint reporting to TMBs e.g. UPR process.</li> <li>▪ Periodical meetings with stakeholders.</li> <li>▪ Periodical dialogues with the State organs (executives, judiciaries and legislatures) of Mainland and Zanzibar.</li> </ul>	<p>As per CHRAGG's Communication Strategy of 2018-2023.</p>
<p>Legal Services</p>	<ul style="list-style-type: none"> <li>▪ Conducting Legal and Policy analysis</li> <li>▪ Determine complaints</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engage with other stakeholders to review bills and laws</li> </ul>	<p>As per CHRAGG's Communication Strategy of 2018-2023</p>

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	<ul style="list-style-type: none"> <li>▪ Review MoU of CHRAGG and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advise the CHRAGG and CHRAGG stakeholders on legal issues</li> <li>▪ Advocate on the change of laws and policies.</li> </ul>	
Research and Documentation	<ul style="list-style-type: none"> <li>▪ Identifying strategic issues to address as per this SES.</li> <li>▪ Conducting researches.</li> <li>▪ Publication of research reports.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Joint planning.</li> <li>▪ Joint researches.</li> </ul>	As per CHRAGG's Communication Strategy of 2018-2023.
Branch Offices	<ul style="list-style-type: none"> <li>▪ Mobilizing and organizing grassroots stakeholders.</li> <li>▪ All roles and responsibilities highlighted above.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engaging with LGAs structures (dialogues, meetings, consultations, etc) through own officials or stakeholders.</li> <li>▪ All engagement strategies highlighted above.</li> </ul>	As per CHRAGG's Communication Strategy of 2018-2023.

### 5.1.2 External (Inter) Coordination Arrangements

As it is a case for internal arrangement, the inter-coordination arrangements will also be guided by the same operational document, namely the *CHRAGG's Communication Strategy 2018-2023*; M&E Framework; and others. Each department and branch office will coordinate its portfolio's requirements (potential roles or responsibilities) against the type of stakeholders engaged.

The Table 10 below summarizes stakeholders' roles; engagement strategies; and, feedback arrangement of each department/ unit.



Table 10: Roles, Approaches and Feedback Plans of Various Stakeholders in SES

<b>Stakeholders (Mainland &amp; Zanzibar)</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
<b>Public Sector</b>			
Central and Local Government Authorities. <sup>15</sup>	<ul style="list-style-type: none"> <li>▪ Sharing relevant information on laws, regulations, policies and plans.</li> <li>▪ Implementing recommendations from CHRAGG and its partners and share feedbacks of the same.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultative meetings.</li> <li>▪ Periodical dialogues on emerging issues.</li> <li>▪ Sensitization sessions on the role, functions, mandates, challenges, successes and needs of CHRAGG.</li> </ul>	As per CHRAGG's Communication Strategy of 2018-2023.

<sup>15</sup> As indicated in part one of this SES, central government including ministries, departments and agencies. The line ministries include those on justice; gender; home affairs; international corporation; local government; and, communication. The LGAs include the district and municipal councils; and, authorities below the councils such as the wards, streets, villages and hamlets.

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<b>Stakeholders (Mainland &amp; Zanzibar)</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
	<ul style="list-style-type: none"> <li>▪ Sharing update data on reported human rights violations and progresses of addressing the same.</li> <li>▪ Comprising with international human rights standards.</li> <li>▪ Facilitating existence and operation of CHRAGG (financially, technically, etc).</li> <li>▪ Sharing of (human, physical and financial resources).</li> <li>▪ Involving CHRAGG and its other stakeholders in budgeting processes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Designate some officials in central and local government departments to act as CHRAGG focal persons.</li> <li>▪ Joint commemoration of human rights events.</li> </ul>	

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<b>Stakeholders (Mainland &amp; Zanzibar)</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
Judiciaries (& Law Enforcers).	<ul style="list-style-type: none"> <li>▪ Sharing of precedents and other reports.</li> <li>▪ Interacting through judicial forums.</li> <li>▪ Engaging in legal reforms.</li> <li>▪ Referring cases to and from the other sides.</li> <li>▪ Adjudicating human rights related cases including strategic litigations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultative meetings.</li> <li>▪ Sensitization sessions on the role, functions, mandates, challenges, successes and needs of CHRAGG.</li> <li>▪ Designate some officials in the judiciaries of both sides of URT as CHRAGG focal persons.</li> <li>▪ Joint commemoration of human rights and law events including Law Day.</li> </ul>	As per CHRAGG's Communication Strategy of 2018-2023.

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<b>Stakeholders (Mainland &amp; Zanzibar)</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
Legislatures (Union Parliament and Baraza la Wawakilishi).	<ul style="list-style-type: none"> <li>▪ Ratifying pro-human rights treaties.</li> <li>▪ Domestication of human rights treaties by way of enacting a new law or amending or repealing existing laws.</li> <li>▪ Enacting other pro-human rights laws.</li> <li>▪ Questioning the government about its support to CHRAGG and other human rights and good governance initiatives.</li> <li>▪ Supporting adequate financing of CHRAGG.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Periodical dialogues with Parliamentarians and House of Representatives.</li> <li>▪ Media.</li> <li>▪ Sensitization sessions on the role, functions, mandates, challenges, successes and needs of CHRAGG.</li> </ul>	As per CHRAGG's Communication Strategy of 2018-2023.

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<b>Stakeholders (Mainland &amp; Zanzibar)</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
<b>Civil Society Sector</b>			
<p>CSOs, NGOs, CBOs, FBOs, Trade Unions, media.</p>	<ul style="list-style-type: none"> <li>▪ Conducting joint implementation of prioritized activities.</li> <li>▪ Implementing outreach activities on behalf of CHRAGG.</li> <li>▪ Pursuing advocacy issues which CHRAGG could not manage due to its mandate.</li> <li>▪ Undertaking joint researches (all forms of researches).</li> <li>▪ Conducting joint monitoring and evaluation of the interventions carried out.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings.</li> <li>▪ Trainings.</li> <li>▪ Researches.</li> <li>▪ Reporting.</li> <li>▪ Joint fundraising/ resource mobilization.</li> <li>▪ Community mobilization.</li> <li>▪ Joint press statements.</li> <li>▪ MoU.</li> <li>▪ Lobbying.</li> </ul>	<p>As per CHRAGG's Communication Strategy of 2018-2023.</p>

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<b>Stakeholders (Mainland &amp; Zanzibar)</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
	<ul style="list-style-type: none"> <li>▪ Joint reporting on various human rights issues including to TMBs e.g. UPR.</li> <li>▪ Sharing the statistics and other report on human rights related issues.</li> <li>▪ Sharing of (human, physical and financial resources).</li> <li>▪ Sensitizing their constituencies to promote and protect human rights.</li> <li>▪ Amplifying human rights concerns beyond CHRAGG's main office and regional branches.</li> </ul>		

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<b>Stakeholders (Mainland &amp; Zanzibar)</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
	<ul style="list-style-type: none"> <li>▪ Analyzing and reporting on CHRAGG and its stakeholders' engagement reports/ interventions.</li> </ul>		
<p>Other NHRIs, UN Agencies, INGOs and Funding Partners.</p>	<ul style="list-style-type: none"> <li>▪ Learning on the best practices across the regions/ countries.</li> <li>▪ Pursuing human rights concerns at international level.</li> <li>▪ Sharing information, experiences and skills (expertise).</li> <li>▪ Sharing resources including human, financial and physical items.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Study visits.</li> <li>▪ Dialogues.</li> <li>▪ Meetings.</li> <li>▪ Researches.</li> <li>▪ Reporting.</li> <li>▪ Joint press statements.</li> <li>▪ MoU.</li> <li>▪ Lobbying.</li> </ul>	<p>As per CHRAGG's Communication Strategy of 2018-2023.</p>

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<b>Stakeholders (Mainland &amp; Zanzibar)</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
	<ul style="list-style-type: none"> <li>▪ Amplifying human rights concerns beyond URT.</li> <li>▪ Supporting human rights interventions (technically and financially).</li> <li>▪ Advocate human rights compliance at national level.</li> </ul>		
<b>Private Sector</b>			
Corporate Companies, Business Ventures, Income Generating Groups, etc.	<ul style="list-style-type: none"> <li>▪ Sharing information and knowledge on business and human rights.</li> <li>▪ Enforcing and complying with human rights standards e.g. employment standards.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dialogues.</li> <li>▪ Meetings.</li> <li>▪ Trainings.</li> <li>▪ Researches.</li> <li>▪ Reporting.</li> <li>▪ Community mobilization.</li> </ul>	As per CHRAGG's Communication Strategy of 2018-2023.



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<b>Stakeholders (Mainland &amp; Zanzibar)</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
	<ul style="list-style-type: none"> <li>▪ Sponsoring human rights initiatives.</li> <li>▪ Establishing human rights enforcement and monitoring mechanisms within workplaces e.g. trade unions.</li> <li>▪ Contributing to national development agenda – this is also an end result of CHRAGG interventions.</li> <li>▪ Amplifying human rights concerns within their workplaces.</li> <li>▪ Reporting on human rights abuses e.g. telecommunication companies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lobbying.</li> <li>▪ MoU.</li> </ul>	

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<b>Stakeholders (Mainland &amp; Zanzibar)</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
	<ul style="list-style-type: none"> <li>▪ Facilitating collection of evidence.</li> </ul>		
<b>General Public</b>			
Community Members.	<ul style="list-style-type: none"> <li>▪ Establishing human rights monitoring mechanisms within communities.</li> <li>▪ Sharing information and knowledge on human rights and social justice.</li> <li>▪ Reporting of the abuses.</li> <li>▪ Facilitating collection of evidence. Sponsoring human rights initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public meetings.</li> <li>▪ Publications.</li> <li>▪ Public dialogues.</li> <li>▪ Mass media.</li> <li>▪ Researches.</li> <li>▪ Community sensitization.</li> </ul>	As per CHRAGG's Communication Strategy of 2018-2023.

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<b>Stakeholders (Mainland &amp; Zanzibar)</b>	<b>Potential Roles and Responsibilities in SES</b>	<b>Some of Engagement Approaches</b>	<b>Feedback Mechanisms</b>
	<ul style="list-style-type: none"> <li>▪ Amplifying human rights concerns within their social groups (families, clans, tribes, etc).</li> </ul>		

## 5.2 Coordination Steps and Procedures: Overall Summary

The implementation of this SES demands the users to undergo through nine (9) main steps or procedures for realization of the intended goal and objectives of the same. The steps or procedures as summarized below.

Table 11: Main Steps and Procedures for Coordinating SES

S/N	Main Steps/ Procedures	Sub-Steps/ Procedures	Responsible Department/ Person	Remarks/ Time
1.	Contextualization (SWOC/ PEST).	Internal operational factors of CHRAGG and others.		
		External operational factors of CHRAGG and others.		
2.	Stakeholders' Analysis.	Setting selection criteria.		
		Mapping.		
		Identification.		
		Analysis		
		Decision making.		
		Prioritization of stakeholders mapped.		
3.	Analysis of stakeholders' interests.			
4.	Kick starting an engagement with stakeholders prioritized.			
5.	Analysis and prioritization of relevant issues.			
6.	Building consensus of stakeholders.			
7.	Coordination plan and steps.			
8.	M&E of the result framework.	Monitoring.		
		Evaluation and Learning.		

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9.	Reporting.	Documentation of the results.		
		Analysis of the results.		
		Communication/ dissemination of the results.		

### 5.3 Monitoring, Evaluation and Reporting

The implementation of this strategy will be monitored and evaluated periodically through existing CHRAGG's M&E result framework as embodied in its 2018-2023 Strategic Plan.

Some of the performance indicators for SES' implementation will be:

- i) Level of awareness of CHRAGG's existence, mandate and functions.
- ii) Extent of CHRAGG's geographical coverage – national and grassroots levels.
- iii) Human rights changes brought as a result of SES' interventions.
- iv) Operational changes occurred as a result of an engagement with public sector actors.
- v) Trend of public's commitment to inform of/ report of human rights violations.

Moreover, the reporting will be conducted throughout the implementation of this strategy. Every activity of this strategy will have its own report and at the end of implementation there will be a general report according to the CHRAGG's reporting requirements and standards.