

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



**VISIBILITY AND
COMMUNICATION STRATEGY
2018 - 2023**

‘Reaching out to Wider Audience’

October 2018

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ABBREVIATIONS AND ACRONYMS

ACHPR	-	African Charter on Human and Peoples' Rights
AGM	-	Annual General Meeting
ALAT	-	Association of Local Government Authorities
AU	-	African Union
BHRT	-	Business and Human Rights Tanzania
BICO	-	Bureau of Industrial Cooperation
CHRAGG	-	Commission for Human Rights and Good Governance
CRC	-	Convention on the Rights of the Child
CEDAW	-	Convention on the Elimination of All forms of Discrimination against Women
CPDR	-	Convention on the Rights of Persons with Disabilities
CSO	-	Civil Society Organization
COSTECH	-	Tanzania Commission for Science and Technology
DITF	-	Dar es Salaam International Trade Fair
DC	-	District Commissioner
DED	-	District Executive Director
EWURA	-	Energy and Water Utilities Regulatory Authority
FGM	-	Female Genital Mutilation
GG	-	Good Governance
HIV/AIDS	-	Human Immuno-Deficiency Virus/Acquired Immuno- Deficiency Syndrome
HQ	-	Headquarters
HRs	-	Human Rights
ICCPR	-	International Convention on Civil and Political Rights
ICT	-	Information Communication Technology
IEC	-	Information, Education and Communication
ILO	-	International Labour Organization
IT	-	Information Technology
MICAS	-	Ministry of Information, Culture, Arts and Sports
MCT	-	Media Council of Tanzania
MITM	-	Ministry of Industries, Trade and Marketing
MoU	-	Memorandum of Understanding
NMT	-	National Museum of Tanzania
PMO-RALG	-	Prime Minister's Office-Regional Administration and Local Government

PR	-	Public Relations
SDGs	-	Sustainable Development Goals
SMS	-	Short text Messaging System
SWOC	-	Strengths, Weaknesses, Opportunities and Challenges
TAMWA	-	Tanzania Media Women Association
TEF	-	Tanzania Editors' Forum
THBUB	-	Tume ya Haki za Binadamu na Utawala Bora (<i>a Kiswahili version of CHRAGG</i>)
ToR	-	Terms of Reference
TPSF	-	Tanzania Private Sector Foundation
TV	-	Television
UDHR	-	Universal Declaration of Human Rights
UNICEF	-	United Nations Children's Fund
UN	-	United Nations
UNDP	-	United Nations Development Programme
UNESCO	-	United Nations Educational, Scientific and Cultural Organization
URT	-	United Republic of Tanzania
US	-	United States
UTSS	-	Under The Same Sun
WDC	-	Ward Development Committee
WEO	-	Ward Executive Officer
WW	-	World War

FOREWORD

The Commission for Human Rights and Good Governance (CHRAGG) has identified communication as one of important functions for its work and particularly for community empowerment. With today's empowered stakeholders who have diverse expectations, the role of communication is becoming more important than ever before for any key player in service delivery.

Communication has a key role in disseminating information, raising awareness on the Commission's services, mandates and human rights and good governance issues, advocacy and behavioral change among communities.

Communication is therefore essential in sufficiently raising the knowledge levels of the Tanzania citizens on what they expect of CHRAGG and thereby identifying their role for participation through dialogue and engagement.

This Visibility and Communication Strategy therefore creates a framework that will guide the Commission in undertaking communication activities and media relations function.

For this Visibility and Communication Strategy to yield the desired results, the entire CHRAGG team is expected to play their role in informing and influencing stakeholders and enhancing the reputation of the Commission by collectively adhering to the vision, mission and core values.

As a matter of fact, every single day, every officer in the Commission has the power to influence the Commission's reputation by carrying out one's work with the highest level of integrity, professionalism and in the public interest.

As implementation of this strategy begins, I encourage everyone to read through the document and participate fully in its implementation in order to achieve our target goals including successful implementation of the Strategic Objectives as stipulated in the Commission's Strategic Plan (2018/2019 - 2022/2023).

This Visibility and Communication Strategy document has been 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 expected that, this strategy will be implemented in tandem with the 2018 - 2023 CHRAGG's Strategic Plan and the newly formulated Stakeholders' Engagement Strategy. Therefore, users of this strategy are encouraged to read other CHRAGG's operational guidelines as well.



Chairperson

COMMISSION FOR HUMAN RIGHTS AND GOOD GOVERNANCE

October, 2018

EXECUTIVE SUMMARY

The Commission for Human Rights and Good Governance (CHRAGG) which is established under Article 129 of the Constitution of the United Republic of Tanzania, 1977 and Commission's enabling Act Cap 391, is mandated to promoting, protecting and preserving human rights and principles of good governance in Tanzania. In fulfilling these mandates, the Commission formulated this clear action-based visibility and communication strategy to ensure that consistent and accurate Human Rights (HRs) and Good Governance (GG) information is conveyed to its numerous stakeholders in Tanzania. Consequently, the Commission desires to maximize public outreach by utilizing this newly-developed strategy which results from a needs assessment carried out on its structures and invaluable inputs from stakeholders.

During the assessment process and gathering of views from stakeholders several issues arose. These issues include: Low level of public awareness on human rights and good governance; some public members confusing the Commission with local NGOs; some perceive the Commission to be non-responsive to issues related to the general publics; low level of the Commission presence in both mass media and social media; importance of engaging stakeholders such as CSOs, youths, women, people with disabilities etc., the need to develop specific strategies to engage rural publics; the importance of engaging public leaders with the view to promoting good governance etc.

This Visibility and Communication Strategy has been prepared to address these gaps and other communication challenges facing the Commission. The strategy document analyses the current situation and provides a wide range of practical recommendations with the view to improving the situation. The recommendations are intended to significantly improve on the following: the visibility of the Commission, CHRAGG's image, helping CHRAGG to reach out to wider audiences, and the efficiency of the Commission's Communication Unit to communicate to its stakeholders.

The main objectives of the strategy were formulated to address the communication needs of the Commission and its stakeholders as indicated below:

Objective 1: To enhance the general public awareness and understanding of CHRAGG mandate, functions and services;

Objective 2: To strengthen stakeholders' participation in promotion and protection of human rights and good governance issues;

Objective 3: To promote evidence based research and coordinated documentation of knowledge and best practices that will promote human rights, good governance and build an informed citizenry;

Objective 4: To strengthen capacity of the communication unit staff to communicate effectively with stakeholders; and

Objective 5: To strengthen internal communication through provision of precise and timely information.

For this strategy to realize its objectives, the Commission staffs, particularly in the Communication Unit, has to be on the driver's seat, and the Commission Management must recognize and appreciate the importance of this Unit in the operations of the Commission.

How to use this Document

This document is meant to serve as an overall strategy for CHRAGG communication activities. The document is organised as follows:

Section One: Provides the general overview and rationale for the strategy.

Section Two: Provides a situational analysis that informed the design of this strategy.

Section Three: Provides the methodology used to gather the necessary data that informed the design of this strategy.

Section Four: Identifies key strategy objectives, key messages, communication channels, communication opportunities and strategies that will help CHRAGG fulfil its communication needs.

Section Five: Provides a detailed action plan and budget for key communication activities to be implemented.

Section Six: Provides a detailed implementation plan as well as monitoring and evaluation.

These six (6) sections constitute the core of the Visibility and Communication Strategy and Action Plan to be implemented by CHRAGG.

SECTION ONE

OVERVIEW AND GENERAL INTRODUCTION

1.0 Introduction

The Commission for Human Rights and Good Governance (CHRAGG) is an independent government institution, established as a national focal point institution for the promotion and protection of human rights and duties as well as good governance in Tanzania. CHRAGG is established under Article 129(1) of the Constitution of the United Republic of Tanzania of 1977 as amended by Act No. 3 of 2000. The Commission became operational on the 1st of July 2001 after the coming into force of the Commission for Human Rights and Good Governance Act No. 7 of 2001 as amended from time to time and Government Notice No. 311 of 8th June, 2001.

In performing its core functions, CHRAGG has been guided by its Strategic Plan. Since its establishment the Commission developed and implemented two strategic plans. These include 2005/2006 - 2009/2010 and 2010/2011 - 2014/2015. These strategic plans enabled the Commission to achieve its functions in terms of promotion and protection of human rights and principles of good governance. Currently, the Commission implements the 2018/2019 - 2022/2023 Strategic Plan.

1.1 Mandate

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

1.2 Mission and Vision Statements

Deriving its mandate from CHRAGG Act No. 7 of 2001, the Commission is guided by a vision of championing '*A society with a*

culture of respecting human rights, principles of good governance and human dignity’, with a mission ‘to spearhead promotion, protection and preservation of human rights, principles of good governance and human dignity for all people in collaboration with stakeholders’.

1.3 Core Values

The Commission is guided by the following core values: Integrity, accountability, confidentiality, quality and timely service delivery.

1.4 Roles and Functions

According to Section 6 (1) (a) - (o) of the Act No 7 of 2001, the Commission has protective, promotive, advisory and mediatory/conciliatory functions as listed below:

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

ordinary course of the exercise of the functions of his office or discharge of functions in excess of authority;

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

or under customary international law to which the United Republic has obligations;

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

In executing these functions, CHRAGG needs to communicate with its stakeholders - internal and external - proactively, regularly, systematically and on a sustained manner through a consultative and participatory engagement.

For this to be realised, CHRAGG requires a well-designed visibility and communication strategy which is also, among others, exacerbated by recent realisation within the public institutions including CHRAGG that there is lack of public and stakeholders' access to relevant information, proper feedback mechanism, culture of information sharing and timely response. The need for the Commission to conceive, develop and implement a communication and PR strategy, was also recommended by previous consultants who conducted CHRAGG institutional assessment and capacity needs assessment¹.

¹ Capacity Needs Assessment of the Commission on Human Rights and Good Governance, by Del Monaco (2016) and Institutional Assessment of the Commission, by BICO (2011).

Hence, the primary goal was earmarked as a result of this reality by CHRAGG which is a need to develop effective means for internal and external communication which will target specific audiences through a consultative and participatory engagement. Thus, this strategy was developed to address the above mentioned needs and achieve the desired outputs.

1.5 Principles of the Strategy

Implementation of this strategy hinges on its core principles which guide its activities. This strategy adopts the core values and management principles of the Commission. They are:

- Integrity;

- Accountability;

- Confidentiality;

- Quality;

- Timely service delivery.

SECTION TWO

SITUATIONAL ANALYSIS

2.0 Overview

Human rights and good governance issues have become one of the greatest challenges facing the globe, and Tanzania is not an exception. The overarching consequences of either human rights violation, lack of good governance and ignorance of human rights among the general public and public institutions will not only impact on national development strategies, but also affect the gains obtained from the implementation of the National Strategy for Growth and Reduction of Poverty which is aiming at attaining the National Vision 2025 and slow down the implementation of the Sustainable Development Goals (SDGs).

Human rights issues are manifested in many ways and vulnerable groups including women and those living in rural areas are likely to be more affected due to lack of access to quality information and human rights protection mechanisms. In fact, women and vulnerable groups have naturally become the main talking point in human rights circles.

Tanzania has been closely implementing international human rights conventions and instruments of good governance such as the Universal Declaration of Human Rights (UDHR) of 1948, the International Convention on the Elimination of All forms of Racial Discrimination (1965), the International Convention on Civil and Political Rights (ICCPR) of 1966, the Convention on the Elimination of All forms of Discrimination against Women (CEDAW) of 1979, the African Charter on Human and People's Rights (ACHPR) of 1984, the Convention on the Rights of the Child (1989), Convention on the Rights of Persons with Disabilities (CPDR) of 2006, the African Charter on Democracy, Elections and Governance of 2007 etc., while it has also developed its own home-grown orientations in the Constitution and related laws as

well as establishing the Commission to oversee human rights issues and good governance in the country.

The Commission has been at the forefront in creating public awareness and understanding of human rights issues and good governance to various stakeholders including the general public.

Additionally, CHRAGG and other public institutions have been implementing a five-year project on strengthening access to justice and human rights protection in Tanzania with the support from UNDP. The project is pronged on three outputs: justice sector coordination and data management enhanced for a more inclusive, accountable and evidence-base policy and law making processes; women and other vulnerable groups enjoy enhanced access to justice and are empowered to demand respect for their rights; and strengthened role of national authorities and civil society in the promotion and protection of human rights and women access to justice. In this project, CHRAGG's mandate has been limited to promoting national human rights dialogue, public education and awareness on the rights of women and other vulnerable groups and in prioritized thematic areas among others.

2.1 CHRAGG Information, Education and Communication (IEC) Strategy (2009 - 2012)

To realize its accorded mandate of ensuring that stakeholders are provided with adequate and quality information the Commission prepared the Information, Education & Communication (IEC) Strategy for the year 2009/10 - 2011/12. The Strategy was guided by these objectives: to vigorously, systematically and strategically communicate Commissions' functions, mandates and services, to change perceptions, attitudes and behaviour of CHRAGG stakeholders, to develop effective feedback mechanism, to enhance communication skills/capacity of the Commission's staff to communicate, and to engage non-state actors in the communication functions of CHRAGG.

During the situational analysis, it was evident that the strategy was ‘partially’ implemented and there was no a single report detailing its implementation. Couple of reasons was mentioned as contributing factors for the strategy not to be implemented, but one that deserves a serious mention in this document was lack of budget to finance the strategy.

2.2 CHRAGG Communication Initiatives

Although the Commission did not fully implement the strategy as it was envisioned, some notable communication initiatives were made during the strategy’s years of implementation (2009 - 2012), and subsequent years (2012 - 2018).

CHRAGG signed MoUs with various CSOs as a way of strengthening its partnership with non-state actors and most importantly to use these partnerships to reach out to wider publics, produced and disseminated fliers on human rights issues to the publics, produced and disseminated various reports to different stakeholders, participated in various exhibitions and international meetings, organised training for media practitioners, CSOs and officers from government institutions², disseminated information through website (<http://www.chragg.go.tz>), issued statements on various national issues³, and organised public outreach programs, as well as received and handled complaints etc.

With regard to internal communication, CHRAGG has communication mechanisms which facilitate sharing of information through staff meetings, memos, internet (though not widely used), and WhatsApp group for Management only.

²<http://www.chragg.go.tz/index.php/49-top-stories/449-thbub-yatoa-mafunzo-ya-uandaji-wa-mpango-kazi-wa-kuzuia-vurugu-za-kiitikadi>

³<http://www.chragg.go.tz/docs/press/Tamko%20la%20THBUB%20kuhusu%20mikutano%20na%20maandamano%20%20ya%20vyama%20vya%20siasa.pdf>;

<http://www.chragg.go.tz/docs/press/Tamko%20la%20THBUB%20kulaani%20wimbi%20la%20mauaji%20nchini.pdf>;

<http://www.chragg.go.tz/docs/press/Tamko%20la%20THBUB%20kukemea%20vurugu%20na%20uvunjifu%20wa%20taratibu%20na%20sheria.pdf> etc.

Additionally, the communication unit was publishing an internal newsletter named *CHRAGG Wiki Hii*.

However, it is significant to note that the Commission's staff overwhelmingly identified the following as greatest communication barriers within the Commission: communication between employees and management, communication between departments, communication within departments, and communication within colleagues.

Despite CHRAGG's communication efforts, a survey of stakeholders suggests that the Commission needs to strengthen its information dissemination strategy and increase its visibility. The views were shared by both internal and external stakeholders. Additionally, CHRAGG's visibility in the media - both mass media and social media - was noted to be at the lowest ebb.

Although the Commission has a website, very few people - including its own staff - visit the website at least once per week. Most of the respondents attributed this to lack of regular updating and inadequate content. This notwithstanding, there is a strong need to review the Commission's website in terms of design and content arrangement (layout). This should go hand in hand with promoting the website after it has been redesigned. This concern was also raised by previous consultant: "*CHRAGG's website should also be upgraded and kept up-to-date. It should contain all the reports and press releases issued by the institution and some key human rights documents, such as the Commission Act, Tanzanian human rights laws and policies and key regional and international human rights instruments.*" Unfortunately, this has not been adequately implemented.

The table below summarizes stakeholders' views⁴ on CHRAGG's communication initiatives as captured during stakeholders' engagement.

Table 1: Stakeholders' views on CHRAGG's communication initiatives

Issues asked	Responses				
Have knowledge of CHRAGG mandate, functions and services	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
	58%	35%	0%	7%	0%
I need more information about CHRAGG functions and services	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
	11%	89%	0%	0%	0%
Not satisfied with the current CHRAGG communication initiatives	Agree	Neutral	Neutral	Disagree	Strongly disagree
	70%	30%	0%	0%	0%
CHRAGG has good media presence	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
	15%	0%	0%	65%	20%
I visit CHRAGG's website weekly	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
	6%	2%	0%	92%	0%
CHRAGG should improve its communication to stakeholders	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
	35%	65%	0%	0%	0%
I would like CHRAGG to use new media technologies to communicate with me	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
	20%	80%	0%	0%	0%

⁴The views were collected from CHRAGG's stakeholders - internal and external - who were engaged by the Consultants.

2.3 SWOC Analysis

Table 2: CHRAGG SWOC Analysis

Strengths	Weaknesses	Opportunities	Challenges
Independency of the CHRAGG-constitutional mandate	Inadequate budget to facilitate the implementation of communication activities	Non-state actors willingness to work with CHRAGG	Change in political leadership
Presence of Public Education Department, and a Communication Unit within the department	Slow in responding to current and systemic issues	Public eagerness to know CHRAGG	Fear to organizational change
Mandate to communicate human rights and good governance issues	Slowness in responding timely to information demands	Statutory opportunity to coordinate with development partners in fund raising	Uncertainty on availability of funds
Skilled personnel and energetic staff eager to promote CHRAGG's visibility	Low appreciation of communication undertakings within CHRAGG	Exchange programmes from other human rights institutions with CHRAGG	Higher expectation from stakeholders
Presence of sub-vote	Extended bureaucracy	Availability of ICT technology in the market	Low coverage capacity of CHRAGG
Public interest to know CHRAGG's mandate, functions and services	Lack of internal self-assessment	Media eager to work with CHRAGG	
Presence of a Library and a website	Low usage of important management tools e.g. Strategic Plan, Client Service Charter	CHRAGG positive status internationally	Change of policies
Presence of staff with diversity of skills and knowledge	Absence of training plan, needs and assessment for continued staff capacity building	-	Poor handling of branches

Strengths	Weaknesses	Opportunities	Challenges
Presence of Planning Unit	Lack of Monitoring and Evaluation	-	-
-	Outdated filling system	-	-
-	Lack of regular management-staff meetings	-	-
-	Poor visibility	-	-
-	Poor ICT facilities	-	-

SECTION THREE

METHODOLOGY

3.0 Methodology

In developing this strategy, both qualitative and quantitative methods of data collection were used. Specifically, the consultant reviewed strategic documents, administered questionnaires, conducted in-depth interviews, and structured meetings with CHRAGG stakeholders.

3.1 Data Collection Methods

i) Desk review of strategic documentations

This involved identifying and scrutinizing benchmarked documents and platforms including: the Constitution of the URT (1977); the Commission for Human Rights and Good Governance Act. No.7 of 2001; the Commission's outdated Information, Education & Communication (IEC) Strategy; the Commission's Draft Strategic Plan (2018/19 - 2022/23); the Tanzania National Vision 2025; Institutional Assessment of the Commission by BICO (2011); Capacity Needs Assessment of the Commission on Human Rights and Good Governance 2016; and project document on Strengthening Access to Justice and Human Rights Protection in Tanzania.

ii) Interviews

Face-to-face and phone interviews were conducted with key stakeholders. These included Commission's Executive Secretary, Commission heads of departments and units, Commission staff, Commission zonal officers, UNDP, CSOs, media, professional bodies, academia, and Commissioner etc.

iii) Focus Group Discussions

The consultant organized focus group discussions with some selected staff such as those in the communication unit and Zanzibar Office staff. Additionally, other focus group

discussions with selected members of the public were organized. The members of the public were selected using convenient sampling guided by gender consideration and age.

3.2 Data Analysis

Data collected was analyzed based on the five sectional areas of the strategy - strategy objectives, strategy key messages, communication channels, communication platforms and communication strategies.

3.3 Summary of Main Results

The consultations with stakeholders and review of documents helped to identify, among others, communication objectives, key messages, preferred means of communication, and communication opportunities. Below is a summary of key issues that were identified. However, a more detailed list is presented under section 4.

3.3.1 Objectives

The following issues were identified by majority of stakeholders as important for inclusion in the objectives of the strategy: to enhance the general public awareness and understanding of CHRAGG mandate, functions and services; to strengthen stakeholders' participation in promoting and protecting human rights and good governance; to promote evidence-based research and coordinated documentation of knowledge and best practices that will promote human rights, good governance and build an informed citizenry; and to strengthen capacity of communication unit staff to communicate effectively with stakeholders.

3.3.2 Means of communication

The preferred means of communication identified by all stakeholders at all levels included: meetings; presentations; publications; seminars and workshops; newsletters; emails; TV; Radio; social media and social networks.

3.3.3 Communication opportunities

During the consultation process, a number of forums that provide opportunities to engage the public and are being equally used by other stakeholders to disseminate information were identified. The table below outlines communication opportunities at three levels.

Table 3: Communication opportunities⁵

S/N	Levels of engagement	Communication opportunities	Organised /coordinated by
1.	Village and District	National Farmers' Day (<i>Nanenane</i>)	DED through Agriculture Department
		Uhuru Torch (<i>Mwenge</i>)	The District Commissioner (DC) in collaboration with the DED through Culture and Sports Department
		Full Council Meetings	DED
		Ward Development Council	WEO
		Public meetings - General Village Assembly	Village Council
2.	National (general)	National Farmers' Day (<i>Nanenane</i>)	Ministry of Agriculture, Food Security and Cooperatives (MAFC) in collaboration with Tanzania Agricultural Society
		Workers' Day	Ministry of Labour, Employment and Youth Development (MLEYD)
		Trade Fair (<i>Sabasaba</i>)	Ministry of Industry, Trade and Marketing (MITM) - through Tanzania Trade Development Authority
		Public Service Week	President's Office - Public Service Management & Government Communication Units
3.	National (specialised)	Annual Association of Local Government Authorities Tanzania (ALAT)	Chairperson ALAT
		Local Government Day	PMO-RALG through Local Government Department
		Meetings of relevant Parliamentary Committees	Secretaries to the Committees
		Universities Research Weeks	Deputy Vice Chancellor - Research Offices

⁵ More communication opportunities are listed on Annex 2

SECTION FOUR

STRATEGY OBJECTIVES, TARGET GROUPS, KEY MESSAGES, COMMUNICATION CHANNELS AND COMMUNICATION OPPORTUNITIES

4.0 Communication Matrix

Below is a communication strategy matrix detailing communication objectives, key messages, target audience, channel/tools and communication actions/strategies.

Table 4: Communication Matrix

Objective 1: To enhance the general public awareness and understanding of CHRAGG mandate, functions and services, HRs and GG issues	
Key messages (<i>thematic areas</i>)	
<ul style="list-style-type: none"> ▪ CHRAGG’s legal status (the Constitution of the URT, and CHRAGG Act No. 7 of 2001); ▪ CHRAGG’s functions; ▪ CHRAGG’s services and how to access the services; ▪ CHRAGG Strategic Plan (2018/19 - 2022/23); ▪ CHRAGG success stories; ▪ HRs and GG issues. 	
Target audiences	
Primary Targets: General public segregated by age and gender; private sector; religious leaders; pensioners; politicians; children; disabled; and law enforcers	Secondary Targets: Government institutions, development partners, media, CSOs

Channels/Tools	
Primary channels/tools: CHRAGG website; CHRAGG social media platforms; Radio; TV; Newspapers; online newsletter; conferences; public meetings; and workshops	Secondary channels/tools: Exhibitions and trade shows, emails, official letters
Communication opportunities	
Annual Local Government Authorities of Tanzania (ALAT) meeting; commemoration days ⁶ ; professional public lecture events; Sabasaba; Nanenane; WDC; village assembly	
Communication strategies/Actions	
<ul style="list-style-type: none"> ▪ Promote SMS service; ▪ Produce branded newspaper publications on CHRAGG’s legal status, functions, services offered, success stories and HRs and GG critical issues; ▪ Produce branded social media columns aimed at raising public awareness on HR and GG issues; ▪ Run annual national essay competitions for secondary schools and universities on issues related to HR and GG in Tanzania; ▪ Develop CHRAGG’s apps; ▪ Redesign CHRAGG’s website to improve its layout and content; ▪ Strengthen CHRAGG’s social media platforms; ▪ Produce radio programs on selected community radios; ▪ Partner with mobile phone companies to disseminate HR and GG information; 	<ul style="list-style-type: none"> ▪ Organize outreach programs for schools and colleges; ▪ Organize public meetings in rural areas; ▪ Produce TV, radio and social media spots on critical HR and GG issues; ▪ Organize appearances by the CHRAGG’s Management and other experts on TV and radio programs; ▪ Organize theatrical performances in selected rural areas; ▪ Strengthening Case Management System; ▪ Produce and disseminate cartoon based messages in booklets; ▪ Produce and disseminate fliers and ▪ Produce and disseminate an online quarterly magazine.

⁶ Refer to Table 3 above on communication platforms

Objective 2: To strengthen stakeholders' participation in promoting and protecting human rights and good governance issues

Key messages (*thematic areas*)

- All human beings are equal, condemn all forms of discrimination, respect the dignity of others;
- Responsibility of care and maintenance of children is for us all;
- Protection of marginalized groups' rights is our responsibility, let us champion their course;
- Protection of workers' right is our responsibility, let us champion their rights;
- Violation of human rights affect us all, report any violation to CHRAGG;
- HIV/AIDS: You have the right not to be effected and a duty not to infect others;
- Access to healthcare is a basic human rights;
- Prisoners are human beings and their human rights need to be protected;
- Land conflicts impacts directly on the enjoyment of a number of human rights;
- Businesses operations should respect human rights;
- Transparency and openness are pillars of good governance;
- Abuse of power contravenes principles of good governance and escalates violation of human rights;
- Women participation in leadership is key to good governance;
- Freedom of the press and expression is fundamental in building democracy and good government, they must be protected.

Target audiences

Primary Targets:

Judiciary; Police; central government; LGAs; Prison; CSOs; religious institutions; development partners; private sector; investors; professional organizations; media and the general public

Secondary Targets:

Channels/Tools	
Primary channels/tools: Conferences, seminars and workshops; public meetings; village meetings; national and local radios; television stations; newspapers; publications; websites and social media	Secondary channels/tools: Emails; official letters
Communication opportunities	
Parliamentary committee meetings; Association of Local Government Authorities of Tanzania (ALAT) annual meeting; special TV programs ⁷ ; commemoration days on human rights; Dar es Salaam International Trade Fair (DITF); Nanenane; Tanzania Private Sector Foundation (TPSF) AGM; Village Assembly meetings, WDC; CHRAGG social media platforms.	
Communication strategies/Actions	
<ul style="list-style-type: none"> ▪ Empower communities affected by abuse of human rights by companies through legal aid; ▪ Liaise with relevant authorities to monitor companies/business compliance on human rights issues; ▪ Organise awareness seminars/workshops with stakeholders (politicians, MPs, Police, Judiciary, Prison, Immigration, government leaders etc.); ▪ Launch media partnership programs; ▪ Organise workshops for editors and bloggers on HR and GG; 	<ul style="list-style-type: none"> ▪ Develop specific training for journalists; ▪ Partner with likeminded organisations such as CSOs, international organisations, embassies to champion HR and GG course; ▪ Produce and broadcast documentaries on stakeholders' success stories in monitoring and protecting HR and GG; ▪ Engage UN Women to support women participation in leadership; ▪ Partner with UNICEF and UN Women to establish women and children's desks in police stations throughout the country.

⁷ Including programs such as Ijue Sheria (ITV), Kipima Joto (ITV), Dakika 45 (ITV), Mizani ya Wiki (Azam TV), Tuambie (TBC1), Tunatekeleza (TBC1) etc.

Objective 3: To promote evidence based research and coordinated documentation of knowledge and best practices that will promote human rights, good governance and build an informed citizenry

Key research thematic areas	
<ul style="list-style-type: none"> ▪ HRs violations and contravention of GG issues ▪ Investment and Human Rights⁸ ▪ HRs of vulnerable groups 	<ul style="list-style-type: none"> ▪ Access to justice ▪ HRs and GG issues during elections
Target audiences	
Primary Targets: Professionals; training institutions; Government institutions; private sector; CSOs; development partners	Secondary Targets: General public, Media
Channels/Tools	
Primary channels/tools Publications (<i>in English and Kiswahili</i>), Website, Conferences and Workshops	Secondary channels/tools Media, exhibitions/trade shows
Communication opportunities	
University research weeks; commemoration days; professional public lecture events; COSTECH meetings; special TV programs	
Communication strategies/Actions	
<ul style="list-style-type: none"> ▪ Organize national annual research conference; ▪ Publish policy papers; organize professional workshops; ▪ Organize professional public lecture; ▪ Organize special meetings with stakeholders to disseminate evidence-based research findings to influence policies; 	<ul style="list-style-type: none"> ▪ Partner with research institutions and likeminded organizations to Produce evidence based researches; ▪ Produce and broadcast video documentary on seminal researches findings; ▪ Produce simplified versions of laws, policies and regulations; ▪ Strengthen research capacity among CHRAGG staff.

⁸ In 2017, the Commission published a National Baseline Assessment (NBA) on the current implementation of Business and Human Rights Framework. It focuses on four sectors: Agriculture; Mining, Oil and Gas; Tourism, Infrastructure and Goods. Recommendations from this Baseline need to be researched further.

Objective 4: To strengthen capacity of Communication Unit staff to communicate with stakeholders

Skills Gaps

- To strengthen Communication Unit staff knowledge and skills on social media usage;
- To improve Communication Unit staff skills on writing for the website;
- To strengthen Communication Unit staff skills on photography and videography;
- To improve Communication Unit staff skills on narrative writing;
- To improve Communication Unit staff skills on graphic designs.

Strategies

- | | |
|---|---|
| <ul style="list-style-type: none">▪ Organize training in strategic areas identified under specific objectives;▪ Develop editorial guidelines for the Communication Unit; | <ul style="list-style-type: none">▪ Procure desktop computers, laptops, Mac for editing and professional video camera;▪ Develop assessment tool to monitor performances of Communication Unit staff. |
|---|---|

Objective 5: To strengthen internal communication

- Specific Objectives**
- To improve communication between HQ and zonal offices;
 - To strengthen the sharing of precise and timely information with internal stakeholders;
 - To establish and publicize new channels of communication to fast track internal communication;
 - To create awareness on how to use existing channels of communication among staff.

Target audiences

Primary Target: CHRAGG staff	Secondary Target: Interns
--	-------------------------------------

Strategies

- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ Establish a cross departmental presentation, and framework for sharing of experiences on various developments in their departments; ▪ Organize customer care programmes for staff with more emphasis on front line staff; ▪ Strengthen departmental weekly meetings by preparing and disseminating minutes timely; ▪ Establish and manage a WhatsApp group for all staff members (HQ and zones); ▪ Designate an appropriate person to handle staff WhatsApp group; | <ul style="list-style-type: none"> ▪ Strengthen timely and regular feedback to staff; ▪ Organize calendar of activities quarterly for internal communication and share it to staff; ▪ Establish weekly one page update for internal communication to be published end of the week (Friday afternoon); ▪ Improve internet connection; assign all staff official email address and promote their usage; ▪ Assign Public Education Department to handle zonal offices on behalf of the Executive Secretary Office. |
|--|--|

4.1 Key Messages

Generally, the actual messages that will be designed for dissemination to stakeholders and the general public need to be action-based or oriented messages, focusing on what the audience should do after getting the message. Largely, the messages will, therefore, need to be framed around these approaches: what actions public/stakeholders should take; immediate personal benefits to stakeholders; removing the pressure from public - *'the you factor'*; avoiding profession jargons; telling stories instead of simply giving facts and claims; using credible and trustable voices; and using social proof *'a lot of people are doing it approach.'*

4.2 Communication Actions and Strategies

The above objectives need to be fully implemented. However, the implementation of these objectives entirely depends on two factors: first, overcoming the communication challenges identified in the situational analysis and second executing appropriate communication actions as well as implementing strategies that will enable the translation of key messages into action. Therefore, the execution of key messages depends on selected communication actions and strategies listed in table 4 above.

SECTION FIVE

ACTION PLAN AND BUDGET

5.0 Action Plan and Budget

The above sections focused on assessing communication needs related to CHRAGG mandate and functions, and have underscored the importance of generating strategic key messages and carrying out communication activities/actions in respective strategies that can support the implementation of this strategy. The generation of the key messages is vital, but determining budget realities is equally vital.

Therefore, the log frame below presents the general action plan and budget estimates for the execution of communication actions and strategies which guide the strategy's implementation. However, due to lack of adequate fund, it is advised that the Commission implements the communication activities based on priority areas and explore collaboration with interested stakeholders to implement selected activities.

Table 5: Action Plans and Budget

Action Plans for priority activities and corresponding Budget	
Objective 1: To enhance the general public awareness and understanding of CHRAGG mandate, functions and services	
Overall outputs/outcome	
<i>By the end of 2023:</i>	
<ul style="list-style-type: none"> ▪ <i>SMS services has been widely promoted;</i> ▪ <i>Produce 60 branded newspaper publications on CHRAGG’s legal status, functions, services offered, success stories, HRs and GG critical issues;</i> ▪ <i>Produce 60 branded social media columns aimed at raising public awareness on HRs and GG issues;</i> ▪ <i>Run two (2) annual national essay competitions for secondary schools and universities on issues related to HRs and GG in Tanzania;</i> ▪ <i>Develop one (1) CHRAGG’s apps;</i> ▪ <i>Redesign CHRAGG’s website to improve its layout and content;</i> 	<ul style="list-style-type: none"> ▪ <i>Partner with mobile phone companies to disseminate HRs and GG information;</i> ▪ <i>Organize 30 outreach programs for schools and 15 colleges;</i> ▪ <i>Produce 24 TV, 24 radio and 24 social media spots on critical HRs and GG issues;</i> ▪ <i>Organize six (6) appearances by the CHRAGG’s Management and other experts on TV and radio programs;</i> ▪ <i>Organize 10 theatrical performances in selected rural areas;</i> ▪ <i>Strengthening Case Management System;</i>
<ul style="list-style-type: none"> ▪ <i>Strengthen CHRAGG’s social media platforms;</i> ▪ <i>Produce 12 radio programs on selected community radio;</i> 	<ul style="list-style-type: none"> ▪ <i>Produce and disseminate two (2) cartoon based messages in booklet format as well as fliers;</i> ▪ <i>Produce and disseminate online quarterly magazine.</i>

Communication Actions	Measurable Indicators		Partners/Responsible	Timeline	Budget Estimate
	Output indicators	Process indicators			
1.1 Promote SMS service	Number of complaints through SMS	Identify officers and channels to promote the SMS service	CHRAGG	Throughout	None
1.2 Produce 60 branded newspaper publications on CHRAGG’s legal status, functions, services offered, and issues related to human rights and good governance in the country ⁹	Number of publications published on newspapers	Writers identified within and outside CHRAGG, review team established and editorial guidelines prepared and shared to writers	CHRAGG, CSOs, media	Throughout	60,000,000

⁹ A significant percentage (70%) of these articles should be on issues related to HRs and GG in the country.

1.3 Produce 60 branded social media column aimed at raising public awareness on HR and GG issues	Number of publications published on social media, publications widely shared, and discussion ensured	Writers identified within and outside CHRAGG and publications produced	CHRAGG, CSOs, research institutions, media	Throughout	12,000,000
1.4 Run 10 annual national essay competitions for secondary schools and universities on issues related to HR and GG in Tanzania	Number of students submitted essays and number of winners	ToR developed, Consultant hired, competition themes and guidelines developed, competition advertisement prepared and posted on media and types of prizes agreed	CHRAGG, Ministry of education, universities, students, CSOs, media	Annually (throughout)	85,000,000
1.5 Develop CHRAGG's App	Number of downloads and users	Consultant hired to develop the App	CHRAGG, UNDP	Once	10,000,000
1.6 Redesign CHRAGG's website to improve its layout and content	Redesigned website	ToR developed and consultant hired	CHRAGG, E-govt	First 6 months	5,000,000
1.7 CHRAGG's social media platforms strengthened and used	Number of users and comments posted	ToR developed and consultant hired	CHRAGG, E-govt	First 6 months	3,000,000
1.8 Produce 60 radio programs (30 recorded, and 30 live programs) on selected community/local radio stations	Number of programs produced	Community radios identified and engaged, and speakers identified and engaged	CHRAGG, CSOs, members of the public	Throughout	60,000,000

Communication Actions	Measurable Indicators		Partners/Responsible	Timeline	Budget Estimate
	Output indicators	Process indicators			
1.9 Partner with mobile phone companies to disseminate HR and GG information	Number of people reached and messages disseminated	Identify a mobile phone company to partner with	CHRAGG, mobile phones companies, CSOs, development partners	Throughout	To be explored by implementing committee
1.10 Organize 30 outreach programs for schools and 10 for colleges	Number of schools and colleges reached, number of students engaged	Identify schools and colleges to be visited	CHRAGG, ministry of education, universities	Throughout	40,000,000
1.11 Organize public meetings in 200 villages	Number of public meetings conducted and people reached	Identify rural areas to be visited	CHRAGG, CSO, development partners, media	Annually	150,000,000
1.12 Produce 72 radio and TV spots (one minute) on critical HR and GG issues	Number of spots produced and number of downloads (for spots posted online)	Identify thematic messages for spots	CHRAGG, CSO, development partners, media	Annually	17,400,000
1.13 Organize 6 appearances by the CHRAGG's Management and other experts on national TV and radio	Number of TV and radio programs produced	TV and radio stations identified, specific programs identified and lobby for airtime	CHRAGG, media houses	Annually	25,000,000
1.14 Organize 10 theatrical performances in selected rural areas	Number of performances held, number of people reached	Consultant hired, scripts prepared, artists selected, artists trained, and performances executed	CHRAGG, community CSOs, development partners	Annually	80,000,000
1.15 Strengthening Case Management System	Number of complaints submitted	Consultant hired	CHRAGG, development partners	First 6 months	30,000,000 ¹⁰
1.16 Produce and disseminate 2 cartoon based messages in booklets	Number of booklets published and circulated	Thematic areas identified and consultant hired	CHRAGG, development partners	First 6 months	25,000,000
1.17 Produce 500,000 fliers with different messages	Number of fliers produced and distributed	Thematic areas identified and consultant hired	CHRAGG, development partners	Throughout	75,000,000
1.18 Produce and disseminate online quarterly magazine	Number of magazines produced and disseminated	Training organized for Communication Unit staff	CHRAGG, development partners	Throughout	40,000,000
Sub-total (Objective 1)					717,000,000

¹⁰ The indicative cost obtained from IT Office

Objective 2: To strengthen stakeholders' participation in promoting and protecting human rights and good governance issues

Overall outputs/outcome

By the end of 2023

- Empower at least 5 communities affected by abuse of human rights by companies through legal aid;
- Liaise with relevant authorities to monitor companies/business compliance on human rights issues;
- Organise 3 awareness seminars/workshops with stakeholders (politicians, MPs, Police, Judiciary, Immigration etc.);
- Launch media partnership programs;
- Organise 2 workshops for editors and bloggers on HRs and GG;
- Develop specific training for journalists;
- Partner with likeminded organisations such as CSOs, international organisations, embassies to champion HRs and GG course;
- Produce and broadcast 3 documentaries on stakeholders' stories in promoting and protecting HRs and GG;
- Partner with UNICEF and UN Women to establish women and children's desks in police stations throughout the country.

Communication Actions	Measurable Indicators		Partners/Responsible	Timeline	Budget Estimate
	Output indicators	Process indicators			
2.1 Empower at least 5 communities affected by abuse of human rights by companies/businesses through legal aid	Number of communities aided, number of people supported	Identify experts to be involved on legal aid	CHRAGG, CSOs, professional bodies	Throughout	5,000,000
2.2 Organise 3 awareness seminars/workshops with stakeholders (politicians, MPs, Police, Judiciary, Immigration, CSOs etc.)	Number of seminars/ workshops organised, number of stakeholders reached, and number and types of actions taken by stakeholders in monitoring HR and GG issues	Workshop thematic areas identified	CHRAGG, development partners, CSOs, professional bodies	Throughout	45,000,000
2.3 Launch media partnership programs (both urban and local radios/community radios must be involved)	Number of partnership programs established, number of journalists trained and mentored, number of publications produced, and number of training manual printed	Communication unit staff prepares implementation plan	CHRAGG, Media Council of Tanzania (MCT), media houses, development partners	Throughout	85,000,000
2.4 Partner with likeminded organisations such as CSOs, international organisations, embassies to champion HRs and GG course	Number of MoUs entered and signed, number and types of activities/ actions taken by a partner CSO to monitor and protect HR and GG	CHRAGG identifies CSOs to partner with	CHRAGG, CSOs and development partners	Throughout	No cost

2.5	Produce and broadcast 3 documentaries on stakeholders' success stories in promoting and protecting HRs and GG	Number of documentaries produced, number of downloads	CHRAGG identifies success stories and communication unit produces documentaries	CHRAGG	Throughout	24,000,000
2.6	Partner with UNICEF and UN Women to establish women and children's desks in police stations throughout the country	Number of desks established and women and children helped	CHRAGG engage UNICEF and UN Women and upon agreement, develop a proposal(s) and submit to partners	CHRAGG	1 st year	2,000,000 ¹¹
					Sub-total (Objective 2)	161,000,000

¹¹ This amount is for developing a proposal only.

Objective 3: To promote evidence based research and coordinated documentation of knowledge and best practices that will promote human rights, good governance and build an informed citizenry

Overall outputs/outcome

By the end of 2023

- 4 national annual research conference organised;
- 12 researches and policy papers published;
- 4 professional public lectures conducted;
- 2 special meetings organized with policy makers to disseminate evidence-based research findings to influence policies and actions;
- 3 video documentaries on seminal researches produced and disseminated;
- 2 training to strengthen research unit staff (and other selected staff) capacity to write fundable proposals and researches organized.

Communication Actions	Measurable Indicators		Partners/Responsible	Timeline	Budget Estimate
	Output indicators	Process indicators			
3.1 Four (4) national annual research conference organised	Numbers of papers presented, number of stakeholders attended	Conference theme prepared, conference advertised, and conference organised	CHRAGG, universities, Ministries, CSOs, development partners, Judiciary, Immigration, Police, professional bodies	Annual event, 1 event per year starting on 2019	60,000,000
3.2 Twelve (12) researches and policy papers published	Number of published researches	Research papers for publication identified, peer reviewed and published	CHRAGG, universities, professional bodies	Annual event, 3 researches per year starting on 2019	180,000,000
3.3 Four (4) professional public lectures conducted	Numbers of public lectures conducted, number of participants attended	Topics for public lectures prepared, public lectures advertised, and public lectures organised	CHRAGG, universities, ministries, CSOs, development partners, Judiciary, Immigration, Police, professional bodies	Annual event, 1 event per year starting 2019	20,000,000

3.4 Organize 2 special meetings with policy makers to disseminate evidence-based research findings to influence policies and actions	Number of meetings with policy makers and policy makers engaged	Identify communication opportunities to engage policy makers, lobby for meetings, and engage them	CHRAGG, universities, professional bodies	Annual event, to be organized in 2021/2022 & 2022/2023	20,000,000
3.5 Produce and broadcast 3 video documentaries on selected researches	Number of video documentaries produced	ToR prepared and consultant engaged	CHRAGG, development partners	Annual event, starting 2019	24,000,000
3.6 Organize 2 training to strengthen research unit staff (and other selected staff) capacity to write fundable proposals and researches	Number of staff trained, number of fundable proposals written, number of winnable fundable proposals and number of researches produced	ToR prepared and consultant engaged	CHRAGG, development partners, universities	Annual event	5,000,000
Sub-total (Objective 3)					309,000,000

Objective 4: To strengthen capacity of communication unit staff to communicate with stakeholders					
Overall outputs/outcome					
<i>By the end of 2023, all communication unit staff and 1 representative from each zone have been trained on social media skills and writing for the website, photography and videography, narrative writing, and graphic design</i>					
Communication Actions	Measurable Indicators		Partners/Responsible	Timeline	Budget Estimate
	Output indicators	Process indicators			
4.1 Six (6) staff trained on social media skills and writing for the website	Number of staff trained, number of active social media, and number and quality of posts and number and quality of stories posted on website	Training needs elaborated internally and consultant hired			
4.2 Six (6) staff trained on photography and videography	Number of staff trained, quality of photographs and videos produced	Training needs elaborated internally and consultant hired	CHRAGG, UDSM-School of Journalism	2 nd year	7,000,000
4.3 Six (6) staff trained on narrative writing	Number of staff trained, quality of writing	Training needs elaborated internally and consultant hired	CHRAGG, UDSM-School of Journalism	3 rd year	6,000,000
4.4 Six (6) staff trained on graphic design	Number of staff trained, and quality of publications produced	Training needs elaborated internally and consultant hired	CHRAGG, UDSM-School of Journalism	4 th year	9,000,000
Sub-total (Objective 4)					28,000,000

Objective 5: To strengthen internal communication

Overall outputs/outcome

By the end of 2023,

- Departmental weekly meetings have been mainstreamed by preparing and disseminating minutes timely;
- Front line staff have been trained on customer care services;
- One (1) staff WhatsApp group has been established and running;
- Timely and regular feedback to staff has been improved;
- Calendar of activities (quarterly) for internal communication are prepared and shared to staff;
- A weekly one page update for internal communication has been introduced and running;
- Internet connection has been improved;
- All staff have been assigned with official email address and are using them.

Communication Actions	Measurable Indicators		Partners/Responsible	Timeline	Budget Estimate
	Output indicators	Process indicators			
5.1 Strengthen departmental weekly meetings by preparing and disseminating minutes timely	Number of meetings held weekly and their minutes shared timely	Develop meetings calendar, designate a person to write minutes and disseminate the same	Directors	Throughout	None
5.2 Organize customer care programmes for staff with more emphasis on front line staff	Number of staff trained	ToR prepared and consultant hired	CHRAGG	Once	5,000,000
5.3 Establish a cross departmental presentation, and framework for sharing of experiences on various developments in their departments	Number of meetings held and their minutes shared timely	Develop meetings calendar, designate a person to manage the activity	Directors	Throughout	None
5.4 WhatsApp group for staff (HQ and zones) created and managed	Number of staff connected	Designate a person to create and manage the group	HR	1 st quarter	None
5.5 Feedback to staff provided timely and regularly	Number of timely and regular feedback	Strengthen intranet and social media platform as well as designate a person to oversee feedback	Executive Secretary, Directors	Throughout	None

Communication Actions	Measurable Indicators		Partners/Responsible	Timeline	Budget Estimate
	Output indicators	Process indicators			
5.6 Calendar of activities for internal communication prepared and shared to staff	Published calendar of activities	Designate a person to produce a calendar of activities	HR	Each quarter	None
5.7 Weekly one page update for internal communication established and running	Number of weekly updates produced and staff comments raised on the updates	Decide on the format of a weekly one page update	Executive Secretary/HR	Throughout	None
5.8 Laying down internet connection	Frequency of internal communication via emails, number of staff using official emails address	Procure consultants and equipment	IT Unit	1 st quarter	90,000,000 ¹²
5.9 Assign Public Education Department to handle zonal offices on behalf of the Executive Secretary Office	Improved communication between HQ and zonal offices	Executive Secretary formal directive to staff concerned and Management	Executive Secretary Office	First quarter	None
Sub-total (Objective 5)					95,000,000
GRAND TOTAL					1,310,000,000

¹² The indicative cost obtained from IT Office

SECTION SIX

IMPLEMENTATION PLAN, MONITORING AND EVALUATION

6.0 Implementation, Monitoring and Evaluation

6.1 Implementation Plan

Table 6: Implementation Plan

Implementation Plan and Timeline for Priority Activities July 2018 - June 2023																				
OBJECTIVE 1: To enhance the general public awareness and understanding of CHRAGG mandate, functions and services	2018/19				2019/20				2020/21				2021/22				2022/23			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1.1 Produce 60 branded newspaper publications on CHRAGG’s legal status, functions, and services offered																				
1.2 Produce 60 branded social media columns aimed at raising public awareness on HR and GG issues																				
1.3 Run 10 annual national essay competitions for secondary schools and universities on issues related to HR and GG in Tanzania																				
1.4 Develop CHRAGG’s Apps																				
1.5 Redesign CHRAGG’s website to improve its layout and content																				
1.6 CHRAGG’s social media platforms strengthened and used																				
1.7 Produce 60 radio programs (30 recorded, and 30 live programs) on selected community radios																				
1.8 Partner with mobile phone companies to disseminate HR and GG information																				
1.9 Organize 12 outreach programs for schools and colleges																				
1.10 Produce 72 radio and TV spots (a minute) on critical HR and GG issues																				
1.11 Organize 6 appearances by the CHRAGG’s Management and other experts on TV and radio programs																				
1.12 Organize 10 theatrical performances in selected rural areas																				
1.13 Strengthening Case Management System																				
1.14 Produce and disseminate 2 cartoon based messages in booklets																				

OBJECTIVE 2: To strengthen stakeholders' participation in monitoring and protecting human rights and good governance issues	2018/19				2019/20				2020/21				2021/22				2022/23			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
2.1 Empower at least 5 communities affected by abuse of human rights by companies through legal aid																				
2.2 Organize 3 awareness seminars/workshops with stakeholders (politicians, MPs, Police, Judiciary, Immigration etc.)																				
2.3 Launch media partnership programs																				
2.4 Partner with likeminded organizations such as CSOs, international organizations, embassies to champion HR and GG course																				
2.5 Produce and broadcast 3 documentaries on stakeholders' success stories in monitoring and protecting HR and GG																				
OBJECTIVE 3: To promote evidence based research and coordinated documentation of knowledge and best practices that will promote human rights, good governance and build an informed citizenry																				
3.1 Four (4) national annual research conferences organized																				
3.2 Twelve (12) researches published																				
3.3 Four (4) professional public lectures conducted																				
3.4 Organize 2 special meetings with policy makers to disseminate evidence-based research findings to influence policies and actions																				
3.5 Produce and broadcast 3 video documentaries on seminal researches																				
3.6 Organize 2 training to strengthen research unit staff (and other selected staff) capacity to write fundable proposals and researches																				
OBJECTIVE 4: To strengthen capacity of communication unit staff to communicate with stakeholders																				
4.1 Six (6) staff trained on social media skills and writing for the website																				

4.2 Six (6) staff trained on photography and videography																				
4.3 Six (6) staff trained on narrative writing																				
4.4 Six (6) staff trained on graphic design																				
OBJECTIVE 5: To strengthen internal communication	2018/19				2019/20				2020/21				2021/22				2022/23			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
5.1 Strengthen departmental weekly meetings by preparing and disseminating minutes timely																				
5.2 Organize customer care programmes for staff with more emphasis on front line staff																				
5.3 Establish a cross departmental presentation, and framework for sharing of experiences on various developments in their departments																				
5.4 WhatsApp group for staff (HQ and zones) created and managed																				
5.5 Feedback to staff provided timely and regularly																				
5.6 Calendar of activities for internal communication prepared and shared to staff (quarterly)																				
5.7 Weekly one page update for internal communication established and running																				
5.8 Internet connection set and running																				

6.2 Monitoring and Evaluation

The implementation of this strategy must be monitored and evaluated based on the milestones (overall outputs/outcomes) indicated in table 5 above as follows:

6.2.1 Quarterly Reporting

Quarterly reporting should be derived from reports by the CHRAGG implementation team and implementing partners. All these reports should inform a quarterly report that is submitted to the CHRAGG's Management.

6.2.2 Annual Reporting

The annual report is prepared from a compilation of quarterly reports.

6.2.3 Summative Report

At the end of the strategy's implementation, a summative report will be prepared detailing not only significant achievements but also, and more importantly, the challenges encountered during the implementation phase as well as the lessons learned.

Below is the monitoring and evaluation matrix:

Table 7: Monitoring and Evaluation

Outputs	Outcomes	Performance indicator of outcome	Baseline	Data source	Method of collecting data/ duration
Objective 1: To enhance the general public awareness and understanding of CHRAGG mandate, functions and services					
1.1 SMS service promoted	Increased number of complaints	Number of complaints received per month	Complaints have been received through SMS	Directorate of Legal Services Report	Review of Directorate Report, quarterly
1.2 Branded newspaper publications on CHRAGG's legal status, functions, services offered, and issues related to HRs and GG in the country published	Increased public awareness and understanding on CHRAGG, HRs and GG issues	Number of branded newspaper publications published	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.3 Branded social media columns on HR and GG issues produced	Increased public awareness and understanding on CHRAGG, HRs and GG issues	Number of branded social media columns published	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.4 Annual national essay competitions for secondary schools and universities on HRs and GG issues organised	Increased students awareness and understanding on HRs and GG issues	Number of participating students, number of essays submitted	Exist	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.5 CHRAGG's App developed	Increased CHRAGG's visibility, increased access of CHRAGG services to the public	Number of downloads, and services accessed	Nil	ICT Unit Report	Review of ICT Unit Report, quarterly
1.6 CHRAGG's website redesigned to improve its layout and content	Increased CHRAGG's visibility, public awareness and understanding on HRs and GG	Categories of content uploaded, and number of website visitors	Exist	ICT Unit Report	Review of ICT Unit Report, quarterly

Outputs	Outcomes	Performance indicator of outcome	Baseline	Data source	Method of collecting data/ duration
1.7 CHRAGG's social media platforms strengthened	Increased CHRAGG's visibility, increased CHRAGG's public outreach, increased public awareness and understanding on HRs and GG	Number of followers, comments, and discussions	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.8 Sixty (60) radio programs (30 recorded, and 30 live programs) on selected community/local radio stations produced	Increased CHRAGG's visibility, public awareness and understanding on HRs and GG	Number of radio stations used, programmes produced, thematic areas focused, experts involved, and number of listeners' feedback	Exist	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.9 A mobile phone company partner with CHRAGG to disseminate HRs and GG information	Increased CHRAGG's visibility, public awareness and understanding on HRs and GG	Number of people reached and messages disseminated	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.10 Thirty (30) outreach programs for schools and 10 for colleges organised	Increased CHRAGG's visibility and outreach, students awareness and understanding on HRs and GG increased	Number of schools and colleges visited, and number of participating students	Exist	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.11 Organize public meetings in 200 villages	Increased CHRAGG's visibility and outreach, increased rural population awareness and understanding on HRs and GG	Number of villages reached, number of villages reached and issues raised by public	Exist	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.12 Seventy two (72) radio and TV spots (one minute) on critical HR and GG issues produced	Increased CHRAGG's visibility and outreach, public awareness and understanding on HRs and GG	Number of spots produced and number of downloads (for spots posted online)	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly

Outputs	Outcomes	Performance indicator of outcome	Baseline	Data source	Method of collecting data/ duration
1.13 Six (6) appearances by the CHRAGG's Management and other experts on national TV and radio organised	Increased CHRAGG's visibility and outreach, public awareness and understanding on CHRAGG, HRs and GG	Number of TV and radio programs produced, thematic areas focused, and issues raised by listeners/viewers	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.14 Ten (10) theatrical performances in selected rural areas organised	Increased CHRAGG's visibility and outreach, rural population awareness and understanding on HRs and GG	Number of performances held, number of people reached, number of issues raised by public	Exist	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.15 Case Management System strengthened	Improved handlings of complaints from publics	Number of complaints submitted	Exist	ICT Unit Report	Review of ICT Unit Report, quarterly
1.16 Two (2) cartoon based messages in booklets produced and disseminated	Increased CHRAGG's visibility, public awareness and understanding on HRs and GG	Number of booklets published and distributed, number of people read the booklets	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.17 500,000 fliers with different messages produced and disseminated	Increased CHRAGG's visibility and outreach, increased public awareness and understanding on HRs and GG	Number of fliers produced and distributed, number of people read the fliers	Exist	Directorate of Public Education Report	Review of Directorate Report, quarterly
1.18 Online quarterly magazine produced and disseminated	Increased CHRAGG's visibility and outreach, public awareness and understanding on HRs and GG issues increased	Number of online magazines produced and disseminated, and number of downloads and feedback	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly
Objective 2: To strengthen stakeholders' participation in promoting and protecting human rights and good governance issues					
2.1 Communities affected by abuse of human rights by companies/businesses empowered through legal aid	At least 5 communities accessing legal aid through or from CHRAGG	Number of communities aided, number of victims/ people supported	Exist	Directorate of Legal Services Report	Review of Directorate Report, quarterly

Outputs	Outcomes	Performance indicator of outcome	Baseline	Data source	Method of collecting data/ Duration
2.2 Three (3) awareness seminars/workshops with stakeholders (politicians, MPs, Police, Judiciary, immigration, CSOs etc.) organised	Improved relationships between CHRAGG and its stakeholders	Number of seminars/workshops organised, number of stakeholders reached, and types of actions taken by stakeholders in promoting and protecting HRs and GG issues	Exist	Executive Director's Report	Review of Director's Report, quarterly
2.3 Media partnership programs established (both urban and local radios /community radios must be involved)	Improved relationships between CHRAGG and media, increased CHRAGG's publicity by media, increased understanding of HRs and GG issues by media practitioners	Number of partnership programs established, number of journalists trained, number of articles and programmes published/produced, and number of training manual printed	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly
2.4 Partnership with likeminded organisations such as CSOs, international organisations, embassies to champion HRs and GG course established	Improved cooperation with CSOs, international organisations; increased CHRAGG's publicity; and increased campaigns on HRs and GG issues	Number of MoUs entered and signed, number and types of activities/actions taken by a partner CSO to monitor and protect HR and GG	Exist	Directorate of Public Education Report	Review of Directorate Report, quarterly
2.5 Three (3) documentaries on stakeholders' success stories in promoting and protecting HRs and GG produced and disseminated	Increased visibility for CHRAGG and its stakeholders; increased public understanding on success stories	Number of documentaries produced, number of downloads	Exist	Directorate of Public Education Report	Review of Directorate Report, quarterly
2.6 Partnership with UNICEF and UN Women formalized to establish women and children's desks in police stations throughout the country	Increased access of legal aid to children and women	Number of desks established and number of women and children helped	Exist	Directorate of Legal Services Report	Review of Directorate Report, quarterly

Outputs	Outcomes	Performance indicator of outcome	Baseline	Data source	Method of collecting data/ Duration
Objective 3: To promote evidence based research and coordinated documentation of knowledge and best practices that will promote human rights, good governance and build an informed citizenry					
3.1 Four (4) national annual research conference organised	Increased CHRAGG visibility; increased number of stakeholders using research findings in their work	Numbers of papers presented, number of stakeholders attended	Nil	Research Unit Report	Review of Research Unit Report, quarterly
3.2 Twelve (12) researches and policy papers published	Increased CHRAGG visibility; increased number of stakeholders using research findings in their work	Number of published researches, and policy papers	Nil	Research Unit Report	Review of Research Unit Report, quarterly
3.3 Four (4) professional public lectures conducted	Increased CHRAGG visibility; increased discussions of HRs and GG issues among stakeholders	Numbers of public lectures conducted, and participants attended	Nil	Research Unit Report	Review of Research Unit Report, quarterly
3.4 Two (2) special meetings with policy makers organised to disseminate evidence-based research findings to influence policies and actions	Increased CHRAGG visibility; increased number of policy makers using research findings in their work	Number of meetings with policy makers and policy makers engaged	Nil	Research Unit Report	Review of Research Unit Report, quarterly
3.5 Three (3) video documentaries on selected researches produced and broadcasted	Increased CHRAGG visibility; increased public understanding on researched thematic areas	Number of video documentaries produced	Nil	Research Unit Report	Review of Research Unit Report, quarterly

3.6	Two (2) training organised to strengthen research unit staff (and other selected staff) on how to write fundable proposals and researches	Improved quality of researches produced by CHRAGG staff	Number of staff trained, number of fundable proposals written, number of successful fundable proposals and number of researches produced	Nil	Research Unit Report	Review of Research Unit Report, quarterly
Objective 4: To strengthen capacity of communication unit staff to communicate with stakeholders						
4.1	Six (6) staff trained on social media skills and writing for the website	Improved quality of social media skills by CHRAGG staff	Number of staff trained, number of active social media platforms, number and quality of posts and number and quality of stories posted on website	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly
4.2	Six (6) staff trained on photography and videography	Improved quality of photography and videography in CHRAGG publication and production	Number of staff trained, quality of photographs and videos produced	Exist	Directorate of Public Education Report	Review of Directorate Report, quarterly
4.3	Six (6) staff trained on narrative writing	Improved quality of writing in CHRAGG publication	Number of staff trained, quality of writing produced	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly
4.4	Six (6) staff trained on graphic design	Improved quality of graphic design in CHRAGG publication	Number of staff trained, and quality of publications produced	Nil	Directorate of Public Education Report	Review of Directorate Report, quarterly
Objective 5: To strengthen internal communication						
5.1	Strengthen departmental weekly meetings by preparing and disseminating minutes timely	Improved internal communication and work efficiency	Number of meetings held weekly and their minutes shared timely	Exist	Human Resources Unit Report	Review of HR Report, quarterly

5.2	Organize customer care programmes for staff with more emphasis on front line staff	Improved customer care services by CHRAGG staff	Number of staff trained, and number of satisfied customers	Exist	Human Resources Unit Report	Review of HR Report, quarterly
5.3	Establish a cross departmental presentation, and framework for sharing of experiences on various developments in their departments	Improved internal communication and work efficiency	Number of presentations made	Nil	Human Resources Unit Report	Review of HR Report, quarterly
5.4	WhatsApp group for staff (HQ and zones) created and managed	Improved internal communication	Created WhatsApp group	Nil	Human Resources Unit Report	Review of HR Report, quarterly
5.5	Feedback to staff provided timely and regularly	Improved internal communication	Number of timely and regular feedback	Exist	Human Resources Unit Report	Review of HR Report, quarterly
5.6	Calendar of activities for internal communication prepared and shared to staff	Improved internal communication and work efficiency	Published calendar of activities	Exist	Directorate of Public Education Report	Review of Directorate Report, quarterly
5.7	Weekly one page update for internal communication established and running	Improved internal communication and work efficiency	Number of weekly updates produced and staff comments raised on the updates	Nil	Human Resources Unit Report	Review of HR Report, quarterly
5.8	Laying down internet connection	Improved internet connection and work efficiency	Frequency of internal communication via emails, number of staff using official emails address	Exist	ICT Unit Report	Review of ICT Unit Report, quarterly
5.9	Public Education Department assigned to handle zonal offices on behalf of the Executive Secretary Office	Improved communication between zonal offices and HQ, and work efficiency	Number of communication between zonal offices and Public Education Department	Exist	Directorate of Public Education Report	Review of Directorate Report, quarterly

ANNEXES

Annex 1¹³ Stakeholders Expectations

S/N	Stakeholder	Services Offered by the Commission	Stakeholders' Expectations
1.	Public	Determination of the complaints concerning violation of HR and GG principles	Effective remedy
			Timely response
			Professionalism
			Confidentiality
		Knowledge on HR and GG Principles	Relevant, current and well packed
		GG information	Relevant, clear and accessible information
		Counselling and Advisory services	Relevant, user-friendly and timely
			Confidentiality
		Legal representation	Effective Legal representation
2.	Government	Advise on issues on HR and GG	Relevant, user-friendly and timely
		Information on HR and GG	Accurate, reliable, relevant, clear and accessible information
		Recommendation on legislation and international instruments	Credible and timely recommendation
3.	Parliament	Advise on Bills and legislations	Credible and timely advise
		Awareness creation	Relevant and timely
		Reports	Accurate, clear and timely
		Response to parliamentary queries and questions	Accurate and timely response
4.	Civil Society Organisations	Coordination forum, meetings, trainings	Effective collaboration, sharing of experiences and engagement
		Awareness	Relevant and timely
		Information	Accurate, reliable, relevant, clear and accessible information
		Guidelines	Clear, relevant and user-friendly guidelines
		Build capacity on HR and principles of GG	Relevant and timely
5.	International Partners	Information	Accurate, reliable, relevant, clear and accessible information
		Collaboration	Effective collaboration
			Adhere to Paris Principles on National Human Institutions

¹³ Extracted from CHRAGG Strategic Plan 2018-2023

			Collaboration in performing CHRAGG functions
			Neutrality
			Proactiveness
6.	Judiciary	Training	Knowledge on human rights and good governance
		Information	Accurate, reliable, relevant, clear and accessible information
7.	Academia	Information	Accurate, reliable, relevant, clear and accessible information
		Mentorship	Accurate, clear and reliable effective and relevant mentorship
8.	Employees	Remuneration	Attractive and adequate
			Conducive working environment
			Timely payments and provision of working tools
		Incentives	Adequate and attractive
		Capacity building	Relevant and timely
		Information	Accurate, reliable, relevant, clear and accessible information
9.	Police Force	Knowledge and information on HR and GG Principles Advise on issues of GG and HR visit of detention facilities	Seminar and training on how to comply with the laws and human rights standards in their daily work
			Address inmates/remand rights
			Collaboration with CHRAGG to ensure that society adhere to HR standards and GG principles
			Recommendation to improve human rights standard in cell
10.	Prison Department	Knowledge and information on HR and GG Principles. Advise on issues of GG and HR visit of detention facilities	Address inmate /prisoners' rights
			Seminar and training on HRs and GG to both staff and prisoners
			Recommendation to improve human rights standard in prison
11.	Media	Knowledge and information on HR and GG Principles. Advice on human rights reporting standard	HRs and GG information
			Training on HRs and GG
			Press releases on HRs and GG issues
			Create conducive environments which observe HR standard and GG principles for the media actors
			Address rights for media actors to operate.

Annex 2: Communication Opportunities

Date	Commemoration Days
27 January	International Day of Commemoration in Memory of the Victims of the Holocaust
06 February	Anti-FGM Day
20 February	World Day of Social Justice
21 February	International Mother Language Day (UNESCO)
08 March	International Women's Day
21 March	International Day of the Elimination of Racial Discrimination
22 March	World Water Day
25 March	International Day of Remembrance of the Victims of Slavery and the Transatlantic Slave Trade
07 April	World Health Day (WHO)
22 April	International Mother Earth Day
25 April	African Day of Pre-trial Detention (AU)
25 April	World Malaria Day (WHO)
26 April	World International Property Day (WIPO)
28 April	World Day for Safety and Health at Work
01 May	World Workers Day
03 May	World Press Freedom Day
8-9 May	Time of Remembrance and Reconciliation for Those Who Lost Their Lives during the WW II
15 May	International Day of Families
21 May	World Day for Cultural Diversity for Dialogue and Development
29 May	International Day of UN Peacekeepers
31 May	World Day against Tobacco Use
04 June	International Day of Innocent Children Victims of Aggression
05 June	World Environment Day
12 June	World Day against Child Labour (ILO)
15 June	World Elders' Abuse Awareness Day
16 June	African Child Day (AU) 16 June - International Albinism Awareness Day
20 June	World Refugee Day
23 June	UN Public Service Day
26 June	UN International Day in Support of Victims of Torture
11 July	World Population Day UNDP decision 89/46
14 July	Malala Day: Giving Voice to Girl Child and the Right to be heard
18 July	Nelson Mandela International Day GA draft resolution A/64/L.13 (A/RES/64/13)
30 July	International Day against Human Trafficking
31 July	Day of the African Women

08 September	International Literacy Day
10 September	World Suicide Prevention
15 September	International Day of Democracy
16 September	International Day for the Preservation of the Ozone Layer
21 September	International Day of Peace
01 October	International Day of Older Persons
02 October	International Day of Non-Violence
03 October	World Habitat Day
15 October	International Day of Rural Women
16 October	World Food Day
17 October	International Day for the Eradication of Poverty
21 October	African Human Rights Day
24 October	United Nations Day
06 November	International Day for Preventing the Exploitation of the Environment in War and Armed Conflict
10 November	World Science Day for Peace and Development
16 November	International Day for Tolerance
20 November	Universal Children's Day
25 November	International Day for the Elimination of Violence against Women.
01 December	World AIDS Day
02 December	International Day for the Abolition of Slavery
02 December	Africa's Day of Human and Peoples Rights
03 December	International Day of Persons with Disabilities
03 December	World Men's Day
09 December	International Anti-Corruption Day
10 December	International Human Rights Day and 16 Days of Activism
18 December	International Migrants Day
19 December	UN Day for South-South Cooperation
20 December	International Human Solidarity Day

Annex 3: List of people engaged

S/N	NAMES	ORGANISATION
1.	Mary C. Massay	CHRAGG
2.	Alexander S. Hassan	CHRAGG
3.	Charles B. Challe	CHRAGG
4.	Juma J. Mleli	CHRAGG
5.	Godlisten Nyange	CHRAGG
6.	Protasia G. Benito	CHRAGG
7.	Pontian Kitorobombo	CHRAGG
8.	Joyce Mkinga	NMT
9.	Mussa Ali Shehe	US Embassy
10.	Deodatus Balile	TEF
11.	Josephat Igembe	UTSS
12.	Nurdin Ndimbe	Judiciary
13.	Judith Mhina	MICAS
14.	Raymond Kanegeme	LHRC
15.	Emmanuel Mongela	BHRT
16.	Asiatu Msuya	EWURA
17.	Francis S Nzuki	CHRAGG
18.	Selamani J. Kazembe	CHRAGG
19.	Joseph M. Elikana	CHRAGG
20.	Nabor B. Assey	CHRAGG
21.	Peter W. Massawe	CHRAGG
22.	Laurent Burilo	CHRAGG
23.	Kiswigu Mwakisisya	CHRAGG
24.	Getrude Alex	CHRAGG
25.	Germanus Joseph	CHRAGG
26.	Robert G. Mangowi	CHRAGG
27.	Philipo Sungu	CHRAGG
28.	Saidi Rashid	CHRAGG
29.	Philemon Thomas	CHRAGG
30.	William Gama	CHRAGG
31.	Christina Swai	CHRAGG
32.	Mohamed A. Bakary	CHRAGG
33.	Vincent Mbombo	CHRAGG
34.	Badi M. Mtimbo	CHRAGG
35.	Mwajuma I. Amani	CHRAGG
36.	Fadhili F. Muganyizi	CHRAGG
37.	Mbaraka Kambona	CHRAGG
38.	Fatuma I. Muya	CHRAGG
39.	Fauzia M. Salum	CHRAGG

40.	Costantine Mugusi	CHRAGG
41.	Farida Ndege	CHRAGG
42.	Paul Turay	UNDP
43.	Bashiri Amiri Lyana	CHRAGG
44.	Vivian Method	CHRAGG
45.	Mustapha Yusuph	CHRAGG
46.	Peter Massawe	CHRAGG
47.	Hawra Shamte	TAMWA
48.	Mbarouk Hussein	CHRAGG
49.	Saada Ahmed Massoud	CHRAGG