

**THE UNITED REPUBLIC OF TANZANIA**



**COMMISSION FOR HUMAN RIGHTS  
AND GOOD GOVERNANCE**



**FOURTH MEDIUM-TERM STRATEGIC PLAN (MTSP IV)  
2023/2024 - 2025/26**

Commission for Human Rights and Good Governance

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## List of Abbreviations

<b>AU</b>	African Union
<b>CHRAGG</b>	Commission for Human Rights and Good Governance
<b>CMIS</b>	Case Management Information Systems
<b>EAC</b>	East African Countries/Community
<b>ES</b>	Executive Secretary
<b>FYDP</b>	Five Years Development Plan
<b>FYDP III</b>	Third Five-Year Development Plan
<b>FYSP</b>	Five-Year Strategic Plan
<b>HR&amp;GG</b>	Human Rights and Good Governance
<b>ICT</b>	Information and Communication Technology
<b>IEC</b>	Information Education and Communication
<b>KPIs</b>	Key Performance Indicators
<b>KPIs</b>	Key Performance Indicators
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDAs</b>	Ministries, Departments and Agencies
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTSP</b>	Medium-Term Strategic Plan
<b>NCD</b>	Non-Communicable Diseases
<b>NHRI</b>	National Human Rights Institutions
<b>NSA</b>	Non-State Actors
<b>PO-PSMGG</b>	President's Office-Public Service Management and Good Governance
<b>R&amp;D</b>	Research and Development
<b>SADC</b>	Southern African Development Community
<b>SDGs</b>	Sustainable Development Goals
<b>SPT</b>	Strategic Plan Team
<b>SWOC</b>	Strengths, Weaknesses, Opportunities and Challenges
<b>TDV</b>	Tanzania Development Vision
<b>UNDP</b>	United Nations Development Program
<b>VCT</b>	Voluntary Counseling and Testing

## **PREFACE**



On behalf of the Commission for Human Rights and Good Governance (CHRAGG), I am privileged to present the third CHRAGG Medium Term Strategic Plan IV (MTSP IV) for the coming three years starting from the financial year of 2023/2024 to 2025/2026. The Plan describes the strategic direction CHRAGG intends to take during the period.

As it is known, CHRAGG is established under Article 129 of the Constitution of the United Republic of Tanzania, 1977, and the Commission's enabling Act Cap 391. It has been mandated to promote, protect and preserve human rights and principles of good governance in Tanzania

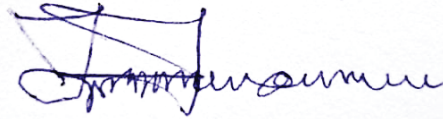
Following its establishment, CHRAGG is compelled to prepare its Strategic Plan (SP) that will guide it in fulfilling its significant noble responsibilities within three years. The MTSP IV has been prepared in accordance with the Strategic Plan and Budgeting Manual of the United Republic of Tanzania prepared by the President's Office- Public Service Management and Good Governance (PO-PSMGG) and the Ministry of Finance and Planning, and it has spelt out all strategic issues /activities that are expected to be executed within a period of three years from 2023/2024-2025/2026.

The preparation of this SP has originated from a review of the previous SP document and other relevant documents, and the review has considered various initiatives and changes that occurred in the Commission. The Commission is fully committed to providing guidance and support to CHRAGG Management in executing this Plan. It will provide the necessary support, including liaising with the parent Ministry, other organizations and various stakeholders inside and outside the Country to facilitate its implementation.

We are confident that with the Government and stakeholder support from the public, private sector and International Community, CHRAGG will be able to attain the strategic objectives to realise its vision and mission of attaining a Society with a culture of respecting human rights, principles of good governance and human dignity in Tanzania for socio-economic development.



I urge the management, all CHRAGG staff and stakeholders to consolidate partnerships to actualize and enhance the promotion and protection of human rights and good governance in the Country and closely monitor and control CHRAGG's resources so that the agreed objectives are achieved accordingly. I wish the CHRAGG Management and Staff success in efficiently and effectively implementing this Strategic Plan.

A handwritten signature in blue ink, appearing to read 'Mathew P.M. Mwaimu', written over a faint rectangular stamp.

Mathew P.M. Mwaimu (Rtd. Judge)  
CHAIRPERSON

## **EXECUTIVE SUMMARY**

The Medium-Term Strategic Plan IV (MTSP IV) formulation for the Commission for Human Rights and Good Governance (CHRAGG) involved a comprehensive and inclusive stakeholder engagement process. This process included the active participation of CHRAGG Commissioners, Management, budget officers, and external stakeholders from outside the Commission. The external stakeholders, including Civil Society Organizations, Development Partners, the Judiciary, Academia, Media, Police Force, Prison Department, Citizens, and Employees, were consulted at various stages of developing the Strategic Plan.

The development of MTSP IV also involved a thorough review of previous CHRAGG Strategic Plans, the current organizational structure, Vision, Mission, Core Values, functions, and mandate. Additionally, the process included a review of national policy documents and environmental scanning, which involved benchmarking best practices on Human Rights and Good Governance from various African countries.

A critical component of the plan was the situational analysis of the environment in which CHRAGG operates. This analysis aimed to identify barriers to CHRAGG's performance, areas of strength, and weaknesses that needed to be addressed in the MTSP IV. Stakeholder mapping was conducted to identify and analyze relevant stakeholders, including the public, Government, parliament, and various other entities, to capture their views and priorities.

Furthermore, the plan emphasized the importance of cooperation between CHRAGG and key stakeholders in performing its core functions. These stakeholders included local Civil Society Organizations (CSOs) and development Partners, as well as regional and international organizations such as the African Union, Network of African National Human Rights Institutions (NANHRI), African Ombudsman and Mediators Association (AOMA), Global Alliance for National Human Rights Institution (GANHRI), International Ombudsman Institute (IOI), and the African Commission on Human and Peoples Rights.

The situational analysis also identified internal and external issues that could positively or negatively affect the implementation of the Plan. These critical issues included strengthening protection mechanisms, human resources management, working environment, tools and facilities,

visibility, planning, monitoring and evaluation mechanisms, resource mobilization strategies, engagement with stakeholders, legal framework, reporting to treaty bodies and charter-based mechanisms, research and publications services, ICT infrastructure capacity, and compliance with regional and international human rights and good governance requirements.

The MTSP IV was developed to align with the new Vision and Mission of CHRAGG and to contribute to implementing national policies, frameworks, and programs for three years from 2023/2024 to 2025/2026. The plan also aimed to allocate resources based on priorities to promote, protect, and preserve Human Rights and Principles of Good Governance, contributing to achieving various national and international agendas and goals.

The overarching goal of the CHRAGG Medium Term Strategic Plan IV is to ensure quality services that contribute to the safety of life and dignity for sustainable socio-economic development. To achieve this, the plan prioritized thematic issues in five strategic objectives, including HIV/AIDS, corruption, promoting and protecting human rights and principles of good governance, and institutional capacity.

The plan also outlined 36 strategic targets that cut across all departments and units in the structure, aiming to enhance CHRAGG's capacity and efficiency to deliver services and improve its overall service delivery in the United Republic of Tanzania.

Finally, the plan included a results framework to measure the expected outcomes of implementing the Plan and the benefits for CHRAGG customers and other stakeholders. This framework comprised a strategic plan matrix, planned reviews, evaluation, rapid appraisals, and a monitoring plan to track progress and ensure accountability.

**1.1 Background**

Since 2001, CHRAGG has enacted three Strategic Plans spanning different periods: 2005/06 - 2009/10, 2010/11 - 2014/15, and 2018/19 - 2022/23. These plans significantly contributed to CHRAGG's mission of advocating for human rights and good governance. In crafting the Medium-Term Strategic Plan IV (MTSP IV) for 2023/24 - 2025/26, we consulted the Strategic Plan and Budgeting Manual of the United Republic of Tanzania, aligning our strategies with its three-year objectives.

MTSP IV builds upon the successes and insights gained from previous plans, aligning with national, regional, and international human rights standards. It also integrates the prioritized goals of the National Five Year Development Plan III (FYDPIII) 2021/22-2027/28, focusing on enhancing competitiveness, industrialization, and human development. This blueprint aims to steer CHRAGG's initiatives over the forthcoming three years, emphasizing promotion, protection, and advisory functions.

**1.2 CHRAGG Mandate and Functions**

The Commission for Human Rights and Good Governance (CHRAGG) is an autonomous government entity functioning as the National Human Rights Institution (NHRI) and an Ombudsman Office in Tanzania. Designated as the primary national authority, CHRAGG is responsible for advocating, safeguarding, and upholding human rights, duties, and principles of good governance. Its establishment, under Article 129(1) of the United Republic of Tanzania's Constitution (1977), became effective on July 1, 2001, following the enactment of the Commission for Human Rights and Governance Act Cap 391.

CHRAGG's jurisdiction spans both mainland Tanzania and Zanzibar. Articles 130 and 131(1) of the URT Constitution (1977) define its

functions and mandates and are articulated under Sections 6 and 15 of the Commission Act, Cap 391. CHRAGG is therefore entrusted with multifaceted roles including but not limited to promoting and safeguarding human rights and societal duties as per national laws, receiving and investigating complaints on human rights violations and administrative justice breaches, and conducting research and public education on these issues. CHRAGG can take legal action, inspect prisons, offer advice to public and private entities, recommend legislative changes for compliance with human rights standards, monitor adherence to international norms, collaborate with global bodies, mediate disputes, and undertake other duties outlined by the law.

### **1.3 Purpose of the Plan**

The MTSP IV serves to actualize the Commission's new Vision, Mission, and Objectives. This will be realized by setting specific Strategic Objectives, Targets, and Key Performance Indicators (KPIs) spanning 2023/2024 - 2025/26. Additionally, this plan aims to operationalize the responsibilities outlined in the Commission's establishment Acts and Regulations.

The overarching goal of MTSP IV is to delineate strategies for fortifying institutional human resources, operations, and services. This enhancement aims to enable CHRAGG to contribute significantly to achieving national development objectives. The plan offers a strategic roadmap outlining how these objectives will be met, thereby fostering socio-economic development among the populace.

Moreover, it delineates a framework for aligning the Commission's objectives and strategies with national, regional, and international plans. This includes synchronization with the Five Years National Development Plan 2021/22 - 2025/26, Sustainable Development Goals 2030 (SDGs), and other pertinent national and international planning frameworks.

### **1.4 Preparation Approach**

The approach for preparing this Plan was participatory. It comprised many stakeholders, including CHRAGG Commissioners, Management, staff, The President's Office-Public Service Management and Good

Governance (PO-PSMGG) and CHRGG stakeholders. The process involved a review of various documents and frameworks, including the Medium-Term Strategic Planning and Budgeting Manual (MTSPBM); the Third CHRGG Strategic Plan, the National Development Vision 2025, the Third National Five-Year Development Plan 2021/22 – 2025/26, the 2020-2025 Ruling Party Election Manifesto; The Sustainable Development Goals (SDGs); The 2063 African Agenda; CHRAGG Stakeholders Engagement Strategy 2018/23, Communication and Visibility Strategy 2018/23; CHRAGG reports (Annual Report, Human Resources Reports, Annual Performance reports, Financial reports, Audit reports and Service Delivery Surveys); National and International Documents guiding Human Rights and Principles of Good Governance as well as Sector and Cross-cutting Policies and strategies.

The situation analysis was also carried out to assess the Commission's internal and external environment, including Stakeholders' Analysis, Institutional Self Performances (ISA), and SWOC Analysis (Strengths, Weaknesses, Opportunities and Challenges). Validation sessions were also organized where stakeholders' inputs improved the Plan. For securitisation and approval, the draft MTSP IV was submitted to the President's Office – Public Service Management and Good Governance.

### **1.5 The Layout of the Plan**

This plan is structured into four distinct chapters. Chapter One serves as the Introduction, offering a historical overview of CHRAGG, detailing its mandate, functions, and approach, and outlining the purpose of the Plan along with its layout. Chapter Two delves into a comprehensive situational analysis encompassing a review of the current vision, mission, and core values to gauge their relevance in addressing identified critical issues. It also includes a discussion on guiding development frameworks and plans, benchmarking from other countries, evaluating the performance of previous strategic plans, Stakeholder Analysis, SWOC Analysis (Strengths, Weaknesses, Opportunities, Challenges), critical issues, and recent initiatives.

Chapter Three comprises the Plan, Mission, Vision, Core Values, Objectives, Strategies, Targets, and Key Performance Indicators (KPIs). Lastly, Chapter Four entails the Results Framework of this strategic plan.

### 2.1 Introduction

This chapter provides an in-depth analysis of the internal and external environments within which the Commission operates. The primary objective was to evaluate the implementation of the Commission's Strategic Plan spanning from 2018/19 to 2022/23. This analysis encompasses several key components: an assessment of the current vision and mission, a comprehensive performance review, an analysis of stakeholders, SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis, a survey on service deliver an examination of recent initiatives, and a thorough review of relevant information.

Within this chapter, critical areas for improvement have been identified. These areas signify pivotal points that necessitate attention, and their associated risks have been assessed for potential intervention.

### 2.2 Analysis of the Current Vision, Mission and Core Values

#### 2.2.1 Current Vision

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

The analysis of the current vision reveals the need to redefine to encompass and unify the Commission's aspirations for the next three years, emphasizing how its services will positively impact the general public.

#### 2.2.2 Current Mission

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

The reassessment of the existing Mission reveals not only a lack of clarity in articulating the Commission's mandates as outlined in the CHRAGG Act but also deficient in outlining how it would serve its clients, lacking



the essential 'how' aspect crucial to demonstrating the Commission's commitment to its service delivery.

### **2.2.3 Current Core Values**

*These included integrity, accountability, confidentiality, quality, and timely service delivery.*

The review shows that the current core values exhibit various weaknesses: they lack alignment with the evolving organizational culture, fail to embrace inclusivity or address discrimination within the Tanzanian context, lack clear guidance on expected behaviour, and might not fully meet professional standards. Revising these values is imperative to establish a coherent, inclusive, and guiding framework that aligns with CHRAGG's objectives and fosters a culture of integrity, pro

essionalism, and commitment public service.

## **2.3 Performance Review**

This section provides an in-depth review of the five (5) strategic objectives outlined in the strategic plan spanning from 2018/19 to 2022/23. The review involved a comprehensive assessment of the implementation progress of these goals and objectives juxtaposed against the achievements attained. Moreover, this analysis sheds light on the challenges faced during the implementation phase and outlines proposed strategies to mitigate these challenges moving forward.

### **2.3.1 Objective A: HIV/AIDS infection reduced, and supportive services improved**

CHRAGG set out to provide comprehensive treatment, care, and support to all HIV/AIDS-affected staff and their families by 2023 while also enhancing staff capacities in HIV interventions. Simultaneously, the organization aimed to review and align HIV/AIDS-related bills and legislations with regional and international human rights standards. This initiative yielded notable achievements. Monthly provisions of treatment, care, and support were effectively administered to staff affected by HIV/AIDS. Training of Trainers (ToT) sessions were conducted in February 2021, engaging 14 CHRAGG staff in Morogoro, followed by

outreach programs reaching 140 participants across various locations, including Mwanza, Zanzibar, Lindi, and Dar es Salaam.

Moreover, CHRAGG successfully executed awareness programs targeting key groups affected by stigma and discrimination. These initiatives focused on elucidating CHRAGG's jurisdiction and functions concerning HIV/AIDS. Consequently, individuals living or affected by HIV/AIDS were able to access CHRAGG services. However, challenges persisted, notably the limited voluntary testing and sharing of HIV/AIDS status among staff, posing a significant constraint. To address this, CHRAGG identified the necessity for intensified sensitization programs on Voluntary Counselling and Testing (VCT) for HIV/AIDS among staff. Additionally, CHRAGG commits to continuing care and support services for individuals living with HIV/AIDS as an ongoing strategy to mitigate the identified constraints and ensure sustained progress in addressing these crucial issues.

### **2.3.2 Objective B: National Ant-Corruption Strategy implementation enhanced and sustained**

The primary objective behind this initiative was to ensure CHRAGG's comprehensive adoption of the National Anti-Corruption strategies. The aim was to bolster staff integrity and combat the persisting challenge of corruption within the Country. Despite CHRAGG's vulnerability to corruption, akin to other public service institutions, the strategic plan's five-year implementation showcased several achievements. Notably, there were no reported corruption incidents involving CHRAGG staff. Furthermore, training sessions were conducted to equip staff in combating corruption, leading to the full integration of the National Anti-Corruption Strategy within CHRAGG's departmental and unit activities. An Ethics Committee was also established and constantly facilitated for annual meetings.

However, constraints surfaced during this endeavour, notably the limited knowledge among customers regarding how and where to report incidents of corruption. CHRAGG identified the need for an intensified anti-corruption awareness campaign targeting customers and employees to address this. This strategic approach aims to bridge the information gap,

enabling a more robust and informed reporting system for corruption-related incidents.

### **2.3.3 Objective C: Human Rights and Principles of Good Governance**

#### **Promotion enhanced**

During the review period, CHRAGG achieved significant milestones. Notably, it provided comprehensive legal advice annually to all vulnerable individuals seeking assistance and submitted four crucial reports to regional and international human rights bodies. Numerous impactful initiatives were carried out, including conducting seven training sessions on human rights, sensitizing 110 paralegals across 13 regions, establishing 256 human rights clubs, broadcasting 167 radio and TV programs on human rights, and organizing advocacy meetings. However, CHRAGG encountered multifaceted challenges, including limited facilities for disabled people, inadequate public awareness of their services, and a lack of essential resources such as Information, Education, and Communication (IEC) materials. To overcome these hurdles, CHRAGG plans to enhance staff capacities, ensure accessible facilities, conduct widespread awareness campaigns, prepare communication resources, and advocate for increased government commitment to address these constraints effectively.

### **2.3.4 Objective D: Human Rights and Principles of Good Governance**

#### **Protection Improved**

Throughout the review period, CHRAGG attained significant milestones. All lodged complaints, totaling 100%, were registered and duly considered for admission. Moreover, 30% of identified human rights violations and governance contraventions were closely monitored, while 50% of newly admitted complaints were successfully determined. An impressive 60% of the backlog complaints on human rights and good governance issues were also resolved. CHRAGG's monitoring efforts extended to crucial areas such as election processes, labour standards in fishing industries, and land rights conflicts, with comprehensive compliance assessments conducted during the 2019 Local Government and 2020 General Elections, in addition to inquiries into labour rights and land-related conflicts.

Regarding legal analysis, CHRAGG scrutinized 15 bills and legislations, offering recommendations to the respective authorities, averaging five per year. Additionally, CHRAGG focused on studying three significant international human rights instruments: The Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, the International Convention for the Protection of All Persons from Enforced Disappearance, and the African Charter on Democracy, Elections, and Governance, submitting comprehensive reports to the relevant authorities.

The Commission inspected various facilities, including 43.7% of prisons in Mainland Tanzania, 20% of police stations, and multiple detention centres. In Zanzibar, inspections covered 90% of correctional facilities and various police stations. Monitoring also encompassed critical issues affecting vulnerable groups, such as teenage pregnancies, access to education for scholars with disabilities, sexual harassment, gender-based violence, women and children's grievances handling mechanisms, rights of persons with disabilities, and research on safe environment and clean water rights.

However, CHRAGG encountered several constraints during these endeavours. These included limited skills in monitoring and investigation techniques, inconsistency in Case Management Information Systems (CMIS) data, desk-based investigations leading to backlogs, delayed responses from respondents and complainants, and the absence of regulations to enforce the Commission's recommendations in courts.

To address these challenges, CHRAGG outlined a strategic plan. This includes capacity building on monitoring and investigation techniques, updating CMIS for enhanced data analytics, prioritizing and reinforcing field investigations, strengthening collaboration with stakeholders, and persistently advising authorities to formulate regulations enforcing the Commission's recommendations in court.

### **2.3.5 Objective E: Capacity of Commission to deliver service delivery Improved**

The objective's implementation focuses on equipping CHRAGG with competent staff capable of promoting and safeguarding Human Rights and Principles of Good Governance. Alongside this, effective planning, monitoring, and evaluation strategies are pivotal in realizing CHRAGG's Vision and Mission while ensuring robust internal control systems for optimal resource utilization. Notable achievements include the development of Human Resources and Succession Plans, financial resource mobilization reaching 73% of the

required funds between 2018/19 and 2021/22 (2nd QTR), and the initiation of M&E Strategy drafting and tool development. CHRAGG also prepared and submitted three financial statements to the Controller and Auditor General, addressed audit queries promptly, computerized Inventory Management Systems, facilitated administration services, and initiated plans to establish branches in Tabora and Njombe.

However, several constraints hindered progress, such as underfunding from the Government and donors, staffing shortages, lack of M&E expertise and tools, insufficient funds, inadequate working facilities and ICT infrastructure, and outdated codes of conduct and service charters. To address these challenges, CHRAGG plans to diversify resource mobilization, finalize M&E tool development, recruit staff, capacitate M&E-related personnel, improve working facilities and ICT infrastructure, update codes of conduct and service charters, review Stakeholders Engagement and Communication strategies, and complete the establishment of branches in Tabora and Njombe.

## **2.4 SWOC Analysis**

During the formulation of this Plan, the Commission conducted an Environmental Scan employing a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis approach, aiming to enhance service delivery and fortify the Commission's status. Strengths and weaknesses were identified as internal attributes crucial for determining the Commission's potential successes or failures in providing necessary services. On the other hand, Opportunities and Challenges were

recognized as external factors pivotal indicating the Commission's ability to meet its mandate successfully. Table 2 delineates the identified Strengths, Weaknesses, Opportunities, and Challenges for CHRAGG, serving as a guide to leverage, address, capitalize on, and mitigate factors impacting service delivery.

**Table 1: SWOC Analysis Results**

Strengths	Weaknesses	Opportunities	Challenges
<ul style="list-style-type: none"> <li>i. The Commission is established under the Constitution of the United Republic of Tanzania (URT) and operates in accordance with its enabling Act.</li> <li>ii. It maintains a team of full-time commissioners and permanent, pensionable employees who possess diverse skills and extensive experience and foster a strong sense of teamwork.</li> <li>iii. An effective financial control mechanism is in place, ensuring prudent fiscal management and accountability.</li> <li>iv. Cultivates strong relationships with National, Regional, and International institutions, development partners, and various stakeholders.</li> <li>v. Utilizes a sophisticated Complaints Management Information System to handle and address complaints efficiently.</li> <li>vi. Offers Unstructured Supplementary Services Data (USSD) and web interfaces for lodging and tracking complaints,</li> </ul>	<ul style="list-style-type: none"> <li>i. Insufficient incentives lead to low morale and motivation.</li> <li>ii. Shortage of both human and physical resources.</li> <li>iii. Absence of an Enterprise Resource Planning (ERP) system.</li> <li>iv. Lack of a Client Service Charter, affecting service standards.</li> <li>v. Limited capacity to support the adoption of Information and Communication Technology</li> </ul>	<ul style="list-style-type: none"> <li>i. Abundance of diverse professionals within the labour force.</li> <li>ii. Eagerness and preparedness of Development Partners to support the Commission.</li> <li>iii. Implementation of robust financial guidelines and regulations.</li> <li>iv. Decreasing costs of broadband services alongside increased availability of Data Centers.</li> <li>v. Establishment of CHRAGG as mandated by the Constitution.</li> <li>vi. Heightened public demand for the Commission's</li> </ul>	<ul style="list-style-type: none"> <li>i. Limited public awareness regarding human rights and the mandates of CHRAGG.</li> <li>ii. Delays in approving guidelines, procedures for handling complaints, and regulations to enforce CHRAGG recommendations.</li> <li>iii. Prolonged delays in filling vacant positions within CHRAGG.</li> <li>iv. Extensive geographical coverage of the Country against CHRAGG's constrained resources.</li> <li>v. Lengthy waiting periods for feedback from respondents and complainants.</li> <li>vi. Insufficient budget allocation hinders the implementation of CHRAGG activities.</li> <li>vii. Absence of legal provisions for CHRAGG</li> </ul>

Strengths	Weaknesses	Opportunities	Challenges
<p>vii. ensuring accessibility and ease of use for complainants.</p> <p>vii. Maintains a headquarters office in Dodoma, an office in Zanzibar and four (4) branches strategically located in Dar es Salaam, Mwanza, Lindi, and Pemba.</p> <p>viii. Developed a comprehensive human rights and good governance training manual to enhance understanding and implementation.</p> <p>ix. Has established clear and effective procedures for handling complaints and conducting enquiries.</p> <p>x. Engaged in signing Memorandums of Understanding (MoUs) with Civil Society Organizations (CSOs), fostering collaborative efforts for mutual benefit.</p> <p>xi. Actively participates as a member of various regional and international bodies and institutions, contributing to broader discussions and collaborations.</p> <p>xii. Acknowledged and recognized as an "A" status National Human Rights Institution (NHRI),</p>	<p>(ICT).</p> <p>vi. Insufficient focus on human resources development and training initiatives.</p> <p>vii. The organizational structure lacks a clear reporting hierarchy between the Head Office, branches, and the Zanzibar Office.</p>	<p>services.</p> <p>vii. Implement National strategies and Policies that address human rights and good governance issues.</p> <p>viii. Promotion of a shared language, peace, and cultural integration.</p> <p>ix. A conducive and unrestricted environment for the operation of Civil Society Organizations (CSOs).</p> <p>x. Opportunities to formalize relationships with both national and international organizations.</p>	<p>reports to be deliberated upon in the National Assembly.</p> <p>viii. Lack of clarity in the law regarding the staggering of Commissioners' tenures.</p> <p>ix. Existing barriers to accessing justice, particularly affecting vulnerable individuals.</p> <p>x. Absence of an office building in Dodoma, with Headquarters Offices being scattered.</p> <p>xi. Some international human rights instruments remain unratified by the Government.</p>



<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Challenges</b>
signifying compliance and adherence to international standards in human rights.			

## **2.5 Stakeholders Analysis**

The key stakeholders of the Commission are grouped into the following categories: The general public, The Government Parliament, Judiciary Civil Society organisations, Development partners, Law enforcers (Tanzania Police Force, Tanzania Prison Service), the Department of Social Welfare, Local Government; Academia; Media; CHRAGG employees; Business community and Vulnerable persons.; Person under detention facilities (Prisoners and Remadee)

These categories encompass various stakeholders, each with unique expectations and needs. Table No. 3 outlines their expectations, the services they offer, and the potential impacts that may arise if these expectations are unmet.

**Table 2: Stakeholders Analysis Matrix**

S/N	Stakeholder	Services Offered	Expectations	Potential Impacts if Expectations are Not Met
1	General Public	<ul style="list-style-type: none"> <li>▪ Investigation of complaints regarding violations of human rights and good governance principles</li> <li>▪ Human rights and good governance education initiatives</li> <li>▪ Dissemination of information about human rights and good governance</li> <li>▪ Provision of legal assistance, counselling, and advisory services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely responsiveness of CHRAGG</li> <li>▪ Effective and professional remedy</li> <li>▪ Demonstrated professionalism</li> <li>▪ Information that is relevant, current, accessible and well-presented</li> <li>▪ Awareness of CHRAGG's mandate and functions</li> <li>▪ User-friendly and timely information</li> <li>▪ Ensured confidentiality on legal issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Loss of CHRAGG reputation and trust</li> <li>▪ Limited cooperation from the general public</li> <li>▪ Increased of human right and good governance violation</li> </ul>
2	Government	<ul style="list-style-type: none"> <li>▪ Technical expertise in Human Rights and Good Governance</li> <li>▪ Comprehensive and insightful reports</li> <li>▪ Accessible and informative resources on Human Rights and Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely and professional guidance</li> <li>▪ Government resource accountability</li> <li>▪ Accuracy, clarity, and timeliness</li> <li>▪ Accurate, reliable, relevant, detailed, clear, and accessible information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited accountability on human rights and good governance issues</li> <li>▪ Uninformed decision making</li> </ul>
3	Parliament	<ul style="list-style-type: none"> <li>▪ Policy, bill, legislation, and international instrument recommendations</li> <li>▪ Advocacy for human rights, good governance, and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Credible and timely recommendations</li> <li>▪ Relevant, timely and well packed</li> <li>▪ Accurate, clear, detailed,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policies, laws and legislations that are insensitive on human rights and good governance principles</li> </ul>

S/N	Stakeholder	Services Offered	Expectations	Potential Impacts if Expectations are Not Met
		CHRAGG's mandates and functions <ul style="list-style-type: none"> <li>▪ Report generation</li> <li>▪ Addressing Parliamentary inquiries and questions</li> </ul>	<ul style="list-style-type: none"> <li>▪ realistic and timely responses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delayed decision making on human rights and good governance issues</li> <li>▪ Mistrust and loss of credibility</li> </ul>
4	Judiciary	<ul style="list-style-type: none"> <li>▪ Information and knowledge sharing on HR &amp; GG</li> </ul>	<ul style="list-style-type: none"> <li>▪ Accurate, credible, reliable, precise, timely and accessible information on HR &amp; GG</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited information and knowledge on human rights and good governance</li> </ul>
5	Civil Society Organizations (CBO, INGOs, NGOs, FBOs)	<ul style="list-style-type: none"> <li>▪ Coordinate forums, meetings, and training on HR &amp; GG.</li> <li>▪ Awareness of HR &amp; GG</li> <li>▪ Information on HR, GG &amp; CHRAGG</li> <li>▪ Appropriate guidelines</li> <li>▪ Build capacity on HR &amp; GG principles</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective collaboration, sharing of experiences and engagement</li> <li>▪ Accurate, reliable, precise, timely and accessible information</li> <li>▪ Clear, relevant and user-friendly guidelines</li> <li>▪ Relevant and timely capacity building</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited guidance to CSOs on human rights and good governance</li> </ul>
6	Development Partners	<ul style="list-style-type: none"> <li>▪ Human Rights and Good Governance Information</li> <li>▪ Collaborative Endeavors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reliable, Accurate, Relevant, and Accessible Information</li> <li>▪ Efficient and Collaborative Efforts</li> <li>▪ Commitment to Paris Principles</li> <li>▪ Impartiality and Proactive Engagement</li> <li>▪ Timely and Consistent Reporting</li> <li>▪ Upheld Professional</li> </ul>	<ul style="list-style-type: none"> <li>▪ Loss of trust</li> <li>▪ Impaired decision making on future assistance;</li> <li>▪ Limited external assistance</li> </ul>

S/N	Stakeholder	Services Offered	Expectations	Potential Impacts if Expectations are Not Met
			Standards	
7	Law enforcers (Tanzania Police Force)	<ul style="list-style-type: none"> <li>▪ Education and Dissemination of HR &amp; GG Principles</li> <li>▪ Advisory Services on HR &amp; GG Matters</li> <li>▪ Inspections of Detention Facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workshops and Training Sessions on Legal Compliance and Human Rights Standards, focusing on the Rights of Detainees and Staff Welfare</li> <li>▪ Partnering with CHRAGG to Ensure Adherence to Human Rights Standards and Good Governance Principles</li> <li>▪ Proposals for Enhancing Human Rights Standards within Police Custodial Facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited cooperation</li> <li>▪ Violation of human rights and good governance principles</li> </ul>
8	Law enforcers (Tanzania Prisons Services)	<ul style="list-style-type: none"> <li>▪ Education and Dissemination of HR &amp; GG Principles</li> <li>▪ Advisory Services on HR &amp; GG Matters</li> <li>▪ Inspections of Detention Facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Addressing Inmates' Rights and Staff Welfare in Correctional Facilities</li> <li>▪ Conducting Seminars and Training Sessions on Human Rights and Good Governance</li> <li>▪ Offering Recommendations to Enhance Human Rights Standards and Compliance with Good Governance Principles in Prisons</li> <li>▪ Ensuring Easy Access to and Timely Resolution of Grievances</li> <li>▪ Providing Psychological</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited cooperation</li> <li>▪ Violation of human rights and good governance principles</li> </ul>

S/N	Stakeholder	Services Offered	Expectations	Potential Impacts if Expectations are Not Met
			Counseling Services	
9	Department of Social Welfare	<ul style="list-style-type: none"> <li>Education and Information on Human Rights and Good Governance Principles</li> <li>Guidance on Human Rights and Good Governance Issues</li> <li>Visits to Detention Homes and Rescue Centers</li> </ul>	<ul style="list-style-type: none"> <li>Facilitating Effective Collaboration</li> <li>Formulating Recommendations to Enhance Human Rights Standards and Ensure Adherence to Good Governance Principles</li> <li>Conducting Seminars and Training Sessions on Human Rights and Good Governance</li> <li>Addressing the Rights of Children in Conflict with the Law and Victims of Violence</li> </ul>	<ul style="list-style-type: none"> <li>Limited cooperation</li> <li>Violation of human rights and good governance principles</li> </ul>
10	Local Government	<ul style="list-style-type: none"> <li>Educate and disseminate information on human rights (HR) and good governance (GG) principles.</li> <li>Expert advice and guidance on Human Rights and Good Governance issues.</li> </ul>	<ul style="list-style-type: none"> <li>Dissemination of Human Rights (HR) &amp; Good Governance (GG) information</li> <li>Conducting forums, seminars, and training sessions on Human Rights &amp; Good Governance</li> <li>Offering credible and timely recommendations regarding Human Rights &amp; Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>Low awareness on human rights and good governance</li> <li>Violation of human rights and good governance principles</li> </ul>
11	Academia	<ul style="list-style-type: none"> <li>Information and educational resources on Human Rights &amp; Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>Dissemination of accurate, timely, relevant, reliable, clear, and accessible</li> </ul>	<ul style="list-style-type: none"> <li>Low awareness on human rights and good governance</li> </ul>

S/N	Stakeholder	Services Offered	Expectations	Potential Impacts if Expectations are Not Met
		<ul style="list-style-type: none"> <li>▪ Mentorship programs and guidance on Human Rights &amp; Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>▪ information</li> <li>▪ Provision of accurate, precise, reliable, effective, and relevant mentorship opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited integration of human rights and good governance principles into curricula</li> </ul>
12	Media	<ul style="list-style-type: none"> <li>▪ Dissemination of education and information on Human Rights and Good Governance principles.</li> <li>▪ Guidance and advice on Human Rights and Good Governance reporting standards.</li> <li>▪ Meaningful collaboration initiatives and engagements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dissemination of Human Rights and Good Governance information</li> <li>▪ Organizing seminars and training sessions focused on Human Rights and Good Governance</li> <li>▪ Issuing press releases concerning Human Rights and Good Governance issues</li> <li>▪ Advocating for marginalized and vulnerable groups</li> <li>▪ Leading efforts to foster an enabling working environment for the media</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low awareness on human rights and good governance principles</li> <li>▪ Limited coverage and advocacy on human rights and good governance</li> </ul>
13	CHRAGG	<ul style="list-style-type: none"> <li>▪ Adequate remuneration</li> <li>▪ Effective incentives</li> <li>▪ Ongoing capacity-building opportunities</li> <li>▪ Accessible and comprehensive information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competitive and sufficient remuneration</li> <li>▪ Supportive and favourable working environment</li> <li>▪ Prompt career advancements</li> <li>▪ Comprehensive and appealing incentives</li> <li>▪ Retirement benefits assurance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited work performance</li> <li>▪ Increased unethical practices including corruption and abuse of power</li> </ul>

S/N	Stakeholder	Services Offered	Expectations	Potential Impacts if Expectations are Not Met
			<ul style="list-style-type: none"> <li>▪ Timely and pertinent updates</li> <li>▪ Current, relevant, and timely information</li> <li>▪ Provision of necessary work tools</li> </ul>	
14	Business partners	<ul style="list-style-type: none"> <li>▪ Education on Human Rights and Good Governance (HRs &amp; GG)</li> <li>▪ Oversee adherence to Human Rights' due diligence</li> <li>▪ Conduct investigations and provide recommendations</li> <li>▪ Provide information on Business and Human Rights (HRs &amp; GG)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocate for new legislation, policies, and regulations supporting human rights</li> <li>▪ Establish conducive work environments that promote and safeguard human rights</li> <li>▪ Uphold Human Rights (HR) standards and Good Governance (GG) principles</li> <li>▪ Enhance community engagement and opportunities</li> <li>▪ Ensure information is accurate, reliable, relevant, clear, timely, and accessible.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased misunderstanding between investors and the community</li> <li>▪ Limited integration of human rights and good governance principles on business undertakings</li> </ul>
15	Vulnerable persons	<ul style="list-style-type: none"> <li>▪ Empowerment and dissemination of information on Human Rights (HRs) &amp; Good Governance (GG)</li> <li>▪ Investigate and provide recommendations on HR and GG issues</li> <li>▪ Advice on Human Rights and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocacy for new legislation, policies, and regulations</li> <li>▪ Drafting legal documents and representation in court</li> <li>▪ Promoting awareness of rights and duties</li> <li>▪ Providing accurate,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Loss of trust</li> <li>▪ Limited collaboration</li> </ul>



S/N	Stakeholder	Services Offered	Expectations	Potential Impacts if Expectations are Not Met
		Good Governance <ul style="list-style-type: none"> <li>▪ Address the rights of vulnerable individuals</li> </ul>	reliable, relevant, clear, timely, and accessible information	
16	The person under detention facilities (Prisoners and Remadee)	<ul style="list-style-type: none"> <li>▪ Conducting visits to prison facilities and police custody</li> <li>▪ Raising awareness about Human Rights (HR) and Good Governance (GG)</li> <li>▪ Providing information on Human Rights and Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely access to justice</li> <li>▪ Adherence to Human Rights (HR) standards</li> <li>▪ Providing relevant, current, and well-packaged information</li> <li>▪ High-level awareness about Human Rights (HR) and Good Governance (GG)</li> <li>▪ Being exposed to the outside world</li> </ul>	<ul style="list-style-type: none"> <li>▪ Loss of trust</li> <li>▪ Limited collaboration</li> </ul>

## **2.6 Review of Relevant Information**

The development of MTSP IV was shaped by key national and international policies and planning frameworks as described hereunder.

### **2.6.1 CHRAGG Establishing Mandates**

CHRAGG, which is operational nationwide, including Zanzibar, is Tanzania's leading advocate for human rights and good governance. Empowered by Tanzania's Constitution and specific laws, it investigates violations, inspects detention facilities, and advises on legal matters. Additionally, CHRAGG conducts research, recommends legislative improvements, and collaborates extensively with national and international human rights bodies.

### **2.6.2 CHRAGG Surveys**

#### **2.6.2.1 Public Inquiry: Teenage Pregnancies and Child Marriages**

CHRAGG, in collaboration with stakeholders, conducted a public inquiry addressing the rising issues of teenage pregnancies and child marriages. The initiative emerged from a planning meeting held in 2019 in the Morogoro Region. The study aimed to assess the prevalence of teenage pregnancies and child marriages, uncovering several root causes. Findings highlighted factors like low awareness of associated risks, insufficient reproductive health education, harmful traditional norms, inadequate stakeholder cooperation, legal gaps, school dropouts, lack of parental care, information constraints, and a shortage of rescue centers and manpower.

#### **2.6.2.2 Access to Education for Scholars With Disabilities in Tanzanian Universities**

Another study in 2019, in collaboration with UNDP and other stakeholders, examined the accessibility of education for disabled scholars in five universities in Dar es Salaam. The investigation aimed to identify barriers faced by students with disabilities. It revealed

infrastructural challenges such as inaccessible buildings, lack of essential learning materials, inadequate support, low awareness, legal gaps and employment hurdles.

### **2.6.2.3 Provision and Access to Quality Health Services via NHIF**

In 2021, CHRAGG investigated the quality of services offered to members of the National Health Insurance Fund (NHIF) in ten districts across five regions. The findings pointed to issues including low awareness about NHIF, unsatisfactory service delivery, fairness and inclusivity concerns, shortages of medical expertise, delayed services, lack of inclusiveness, and a low number of dependents benefiting.

### **2.6.2.4 Fact-Finding on Land Disputes and Environmental Management Issues**

CHRAGG conducted a public inquiry on land disputes, focusing on various areas, including the impact of the East African Crude Oil Pipeline (EACOP) on human rights and the environment, evictions, compliance with business and human rights standards, and community land disputes. The assessment highlighted issues like lack of community involvement in decision-making, absence of compensation frameworks for mining-acquired land, weak implementation of corporate social responsibility initiatives, violations of laws, insufficient information sharing, and inadequate compensation for affected communities.

In summary, CHRAGG's Medium-Term Strategic Plan IV aims to address the revealed challenges across the studies above, mainly focusing on the rights of children and vulnerable groups. These findings will inform targeted interventions to improve conditions and rights for these marginalized segments of society.

### **2.6.3 Tanzania Development Vision 2025**

Tanzania's Vision 2025 aims to elevate the Country to a middle-income society, focusing on five key attributes: high-quality livelihood, good governance, and peace. CHRAGG's mandates directly align with three of these attributes, emphasizing people-centered development, accountability, and fostering peace and unity. Vision 2025's goals

reinforce protecting and promoting human rights across various facets, recognizing the interconnectedness of rights in advancing societal well-being.

#### **2.6.4 The Five-Year Development Plan (FYDP III)**

It aims to fulfil Tanzania's Vision 2025, focusing on three transformation pillars and nine objectives to achieve semi-industrialization by 2025. It prioritizes competitiveness, industrialization, and high-quality livelihoods while stressing the importance of national unity, human rights, the rule of law, and equitable socio-economic development. With CHRAGG's objectives, FYDP III highlights equitable access to justice as vital for fostering an environment conducive to development, resonating with CHRAGG's commitment to upholding human rights, justice, and the rule of law for sustainable progress.

#### **2.6.5 The Sustainable Development Goals (SDGs)**

The Sustainable Development Goals (SDGs), established by the UN in 2015, consist of 17 goals, 169 targets, and 231 indicators to achieve sustainable development by 2030. These goals are deeply interconnected with human rights principles, and CHRAGG, Tanzania's NHRI, significantly contributes to Goal 16, which focuses on Peace, Justice, and Strong Institutions. CHRAGG's role involves monitoring, analyzing, and advising on human rights implications in SDG implementation. It actively advocates for a human rights-based approach in national strategies and fosters inclusive, transparent processes for participation to advance SDG attainment.

#### **2.6.6 The African Union Agenda 2063**

It addresses the continent's aspirations, aiming to enhance access to justice and protect human rights for all individuals, ensuring inclusivity in the development journey. CHRAGG, operating as Tanzania's NHRI, remains committed to implementing this agenda by advancing human rights for all, fostering peace, and advocating for enhanced quality of life and well-being for every individual.

## 2.6.7 The Paris Principles

The Principles are relevant to CHRAGG's operations as they offer clear guidance for advancing the Human Rights agenda. They are international standards established by the United Nations General Assembly in 1993, designed to effectively direct the work of National Human Rights Institutions (NHRIs). The Paris Principles serve as a benchmark for an institution's legitimacy and credibility, acknowledging their pivotal role.

Consequently, in the upcoming MTSP IV, increased efforts will focus on sustaining the current awarded status by adhering to these principles, ensuring CHRAGG's alignment with these international standards, thus enhancing its effectiveness and credibility in championing human rights.

## 2.7 Recent Initiatives

Recent initiatives outline unforeseen challenges encountered while implementing the 2017/18 – 2021/22 Strategic Plan, primarily stemming from unexpected Government directives. Additionally, it delineates prompt actions undertaken by the Ministry to tackle these challenges. Table No. 3 details recent initiatives, achievements, constraints faced, and the proposed path forward.

**Table 3: Recent Initiatives**

Initiative	Achievements	Constraints	Way forward
Briefing and documenting human rights violation trends/incidences in the country	A total <b>183</b> issues on violation/trends on human rights documented, and some of them have been investigated.	Lack of skilled personnel for documenting human rights violation incidences especially in branch offices	To train more staff,
Improvement of CHRAGG Complaint Management Information System (CMIS)	The general public now accesses the system through the Unstructured Supplementary Service Data (USSD) interface with short code *152*00# and web interface by using smartphones through a website link	Lack of knowledge of general public on submit and monitor their proceedings before the commission through CMIS0.	To provide education on use of CMIS.

Initiative	Achievements	Constraints	Way forward
	available at www.chragg.go.tz		
Introduction of CHRAGG social media platforms in twitter, Instagram and Facebook	Our Instagram and Facebook accounts have been officially recognized (Verification).  Following the information shared through these platforms some citizens have been able to claim their rights.	Our accounts have few followers.	Allocate funds to enable sharing of information with wider audience.  Encourage individuals to share the information with other people.
MoU with CSOs working at grassroots	21 MoUs have been signed and 85 <sup>1</sup> others are due for signing.	Shortage of funds to implement effectively the said activity.	<ul style="list-style-type: none"> <li>▪ Fund mobilization.</li> <li>▪ Signing of MoUs with 85 CSOs from Mainland Tanzania and Zanzibar.</li> <li>▪ Hold a forum with collaborating CSOs to discuss human rights issues.</li> </ul>
Special investigations and fact-finding missions on land disputes, environments, killing, abuse of power, and police brutality	For the period of July, 2023 to March 31, 2024, <b>984</b> complaints were investigated. Among those complaints, only <b>9</b> complaints could be investigated in the	Investigation of many complaints takes a long time to complete. This is caused by the failure to reach the field (on site) to collect information and evidence to complete	CHRGG will continue to make good use of available resources and various methods of conducting investigations,

<sup>1</sup> These CSOs have already been assessed.

Initiative	Achievements	Constraints	Way forward
	field.	the investigations due to the lack of financial resources. We relay mostly on inquiries by phone and mail methods.	including going to the field, stakeholder meetings, phone calls, emails and letters to collect information and Evidence of complaints to ensure that the investigations are completed on time.

## 2.8 Critical Issues

Following the situational analysis, several critical areas for improvement emerged, requiring attention over the next three years within the Medium-Term Strategic Plan IV (MTSP IV). These include: -

- i. Strengthening protection mechanisms.
- ii. Enhancing CHRAGG's visibility.
- iii. Improving research and publication services.
- iv. Strengthening engagement with stakeholders.
- v. Enhancing the Commission's legal framework.
- vi. Improving reporting to Treaty Bodies and Charter-Based Mechanisms.
- vii. Strengthening human resources management.
- viii. Enhancing the working environment, tools, and facilities.
- ix. Strengthening ICT infrastructure capacity.
- x. Improving resource mobilization strategies.
- xi. Enhancing planning, monitoring and evaluation mechanisms.

## 2.9 Strategic Risk Assessment

To ensure the successful attainment of our strategic objectives, the Ministry remains dedicated to prioritizing and effectively managing critical risks that could hinder the plan's implementation. This analysis has identified 11 critical issues, associated risks, and corresponding

mitigation measures, as detailed in Table No. 5. These measures aim to proactively address potential challenges, allowing for a more resilient and successful execution of the strategic initiatives.



### 3.1 Introduction

This chapter outlines the comprehensive plans for implementation and achievement within three years (2023/2024 - 2025/26). It delineates the strategic interventions to be executed during the planning period, introducing an evolved Vision, Mission statements, and Core values aimed at steering the daily practices of CHRAGG staff towards attaining set objectives. These initiatives are designed to drive forward the organization's strategic direction, aligning its goals with broader societal needs and evolving challenges within the human rights landscape.

### 3.2 Vision Statement

*A credible national human rights institution spearheading a society that enjoys human rights, observes principles of good governance and respects human dignity.*

### 3.3 Mission Statement

*To spearhead a just society through the promotion, protection and preservation of human rights and principles of good governance in collaboration with Stakeholders*

### 3.4 Core Values

The Commission is dedicated to delivering top-notch services to all stakeholders while fulfilling its mandate, pursuing its vision, and achieving its mission. This commitment is guided by the core values depicted in Table 5.

**Table 4: The Core Values**

<b>SN</b>	<b>Core Values</b>	<b>Description</b>
<b>1.</b>	Integrity	We are guided by ethical principles, transparency, trustworthiness and fairness in our decisions and judgments
<b>2.</b>	Accountability	We are committed to take full responsibility for our actions and decisions in the delivery of services.
<b>3.</b>	Confidentiality	We ensure all shared information are handled with utmost confidentiality and informers are protected.
<b>4.</b>	Professionalism and Innovation	We are dedicated to perform our duties with the highest degree of competence, skills and acceptable standards to meet our Stakeholders' expectations.
<b>5.</b>	Teamwork	We are committed to promote mutual respect and cooperation among staff for better institutional performance to deliver the collective goals.
<b>6.</b>	Inclusiveness	We are devoted to empowering and advocating for the social, economic, and political inclusion of all individuals.

### **3.5 Strategic Objectives**

The CHRAGG encompasses seven objectives, with Objectives A and B serving as crosscutting at the national level, implemented by all Ministries, Departments, and Agencies (MDAs). Objective E operates as a Commission-level objective, implemented across all divisions and units within the Commission. The remaining two objectives (C and D) precisely reflect the Commission's core functions. The CHRAGG will pursue in the next three years from 2023/24 – 2025/26;

- A. HIV/AIDS and Non-communicable Diseases (NCD) Interventions strengthened;
- B. Implementation of National Anti-Corruption Strategies enhanced;

- C. Promotion of Human Rights and Principles of Good Governance Enhanced;
- D. Protection of Human Rights and Principles of Good Governance Improved;
- E. Capacity of CHRAGG to discharge its mandates improved;
- X. Management of Environment and Ecosystems enhanced and sustained;
- Y. Multi-sectoral nutritional services improved

Each objective is substantiated by a clear rationale and outcome indicators, outlined in detail within the Strategic Plan Matrix in Annex 2 of the CHRAGG Strategic Plan 2023/24 – 2025/26.

### **3.5.1: Objective A: HIV/AIDS and Non-communicable Diseases (NCDs)**

#### **Intervention strengthened**

#### **Rationale**

HIV/AIDS stands as a pandemic with far-reaching implications for both the supply and demand of human resources in our nation's operations. This has notably affected a significant segment of our labour force, impacting performance due to the loss of experienced staff. CHRAGG has actively supported staff living with HIV/AIDS (PLHIV) and conducted awareness campaigns during workers' council meetings and other events.

Additionally, there has been a rapid rise in the burden of non-communicable diseases (NCDs) across Sub-Saharan Africa, including Tanzania. This growing trend of NCDs, such as cardiovascular diseases, diabetes, chronic respiratory diseases, cancer, sickle cell disease, mental disorders, violence, injuries, and chronic renal conditions, has raised considerable health concerns. Despite Tanzania's historical focus on communicable diseases like HIV/AIDS, malaria, and tuberculosis, the emergence of NCDs demands attention due to their significant impact on public health.

According to the WHO Global Status Reports and existing clinical data, NCDs have increased, affecting individuals across all economic strata. This trend poses challenges on multiple fronts, including development, healthcare integration, socio-economic impacts, and control strategies, exacerbating CHRAGG staff's challenges due to infectious diseases.

In response, the Commission is committed to promoting the implementation of National guidelines addressing NCDs and HIV/AIDS within the workplace. The focus remains on enhancing care and support for People Living with HIV/AIDS (PLHIV).

#### **3.5.1.1: Strategies**

- i. Increase awareness and support on HIV to CHRAGG staff;
- ii. Promote a healthy lifestyle and behaviour change management program;

#### **3.5.1.2: Targets**

- i. CHRAGG HIV/AIDS support program developed and implemented by June 2026;
- iii. Care and support services for self-declared PLHIV provided by June 2026;
- iv. CHRAGG capacity Development Plans (NCD) for specialized and normal training support program developed and implemented by June 2026;
- v. NCD Plan of Action for CHRAGG developed and implemented by June 2026.

### **Outcome Indicators**

HIV/AIDS and NCD Prevalence rate at workplace

### **3.5.2 Objective B: Implementation of National Anti-Corruption**

#### **Strategies enhanced**

#### **Rationale**

Corruption substantially threatens national stability and unity, directly impacting the development and well-being of the Commission. Addressing corruption at all levels is imperative to mitigate its detrimental effects on the Country. CHRAGG has actively implemented the National Anti-

Corruption Strategy and Action Plan Phase III (NACSAP III), employing various interventions. These initiatives encompass raising awareness among staff and management on ethical practices and anti-corruption measures. Additionally, CHRAGG has ensured unbiased service provision to its clients and implemented stringent controls on financial resource management to uphold value-for-money principles.

The Commission is committed to further sustaining and integrating this strategy to enhance integrity and bolster public trust in CHRAGG's operations.

### **3.5.2.1: Strategies**

- i. Strengthen Capacity of Commission Staff on Anti-Corruption Strategies and Action plan;
- ii. Promote ethical behaviour within the Commission.

### **3.5.2.2: Targets**

- i. CHRAGG Anti-Corruption Programmes established and implemented by June 2026;
- ii. Modern Complaints Handling Mechanism integrated with e-Mrejesho by 2026;
- iii. Guideline on how to involve Non-State Actors (NSAs) in CHRAGG services developed by June 2026;
- iv. National Anti-Corruption strategy customized and implemented by June 2026.

### **Outcome Indicators**

- i. Prevalence rate of employees sanctioned for involvement in corruption practices

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

#### **Rationale**

Promoting human rights involves enhancing understanding among public leaders, private entities, and the general public regarding human rights

issues and principles of good governance. This is achieved through extensive awareness campaigns, advocacy programs, stakeholder collaborations, and comprehensive research and documentation. The fundamental premise is that increasing public comprehension of good governance principles, human rights, and the responsibility to respect others' rights leads to behavioral changes, ultimately reducing violations in Mainland Tanzania and Zanzibar.

Despite CHRAGG's ongoing efforts to enhance organizational capacity, visibility, and service delivery effectiveness through communication and stakeholder engagement, several challenges persist. These include low public awareness about human rights and good governance, confusion between the Commission and local NGOs, perceptions of non-responsiveness, limited presence in mass and social media, and a significant gap between CHRAGG citizens, and stakeholders.

To address these challenges, CHRAGG is committed to sensitizing the public on human rights, good governance, and the Commission's powers and functions. This aims to cultivate a culture of respect for human rights, dignity, and good governance principles. Furthermore, CHRAGG recognizes the need for collaborative efforts beyond its mandates and seeks to enhance further partnerships with national, regional, and international stakeholders to improve the Country's human rights situation.

#### **3.5.3.1: Strategies**

- i. Intensify campaigns on public awareness of human rights and principles of good governance;
- ii. Strengthen cooperation and collaboration with stakeholders;
- iii. Improve research, documentation and information.

#### **3.5.3.2: Targets**

- i. 20 Capacity Development Programs on Human Rights and the principle of good governance to stakeholders developed and implemented by June 2026;
- ii. 100 Outreach and advocacy Programmes on Human Rights and the principle of good governance developed and implemented by June 2026;

- iii. 60,000 copies of Information Education and Communication materials printed and distributed;
- iv. 200 HR&GG clubs established in primary and secondary schools as well as colleagues in Mainland Tanzania and Zanzibar by 2026;
- v. 500 personnel trained as TOT for established HR&GG clubs in Mainland Tanzania and Zanzibar;
- vi. 500 paralegals empowered with human rights and principles of good governance knowledge by June 2026.
- vii. 60,000 copies of Information, Education and Communication (IEC) printed and distributed by June 2026;
- viii. 1500 copies of CHRAGG annual reports on the situation of Human Rights and Good Governance prepared, Printed and disseminated;
- ix. CSOs and MDAs trained on human rights and good governance by June 2026;
- x. Members of Parliament trained on human rights and good governance by June 2026;
- xi. 25 National, Regional and International annual events (Saba saba, Human Rights Day, African Child Day, Nane Nane, Local Government Anniversary exhibitions, etc) Participated by June 2026;
- xii. Radio and TV programs (recorded and live) on human rights and good governance issues prepared and aired on selected community/local radio stations;
- xiii. Multi-stakeholders conference for introducing NHRAP conducted;
- xiv. Monitor and Evaluate NHRAP II in partnership with MDAs, LGAs and CSOs for Human Rights Data Generation by June 2026;
- xv. Stakeholders Engagement Strategy operationalized by June 2026;
- xvi. Stakeholders Engagement meeting conducted by June 2026.
- xvii. 40 Consultative meetings with Regional Secretariat Committees on human rights and good governance conducted by June 2026;
- xviii. Regional and International collaboration maintained by June 2026;
- xix. Five Research and Documentation programs in Human Rights and Principles of Good Governance implemented;

- xx. One documentation Centre was established and operationalized in four branch offices by June 2026;
- xxi. CHRAGG staff trained on professional Skills (research, human rights monitoring, Public Enquiry, Inspection of detention facility and report writing).

### **Outcome Indicators**

- i. Number of vulnerable people provided with legal aid
- ii. Number of awareness initiatives conducted on Human Rights (HR) and Good Governance (GG).
- iii. Percentage of stakeholder engagements and international collaborations.
- iv. Rate of CHRAGG's visibility and reputation within the community.
- v. Number of documentations centers established and operationalized.

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

#### **Rationale**

The strategic objective addresses CHRAGG's crucial role in facilitating complaint handling for victims of human rights violations. This involves investigations, alternative dispute resolutions, public inquiries, and legal advice provisions. By establishing facts, particularly for vulnerable groups, CHRAGG advises the Government on formulating laws, policies, strategies, and attitudes that uphold human rights standards and good governance principles, adhering to the Paris Principles. Despite efforts, CHRAGG continues to receive complaints regarding human rights violations and governance contraventions, necessitating proactive investigation within reasonable timelines.

However, a notable portion of human rights violations remains unreported due to insufficient skills in reporting incidents, inadequate coordination among stakeholders in managing complaints and instances of non-reporting to specific human rights mechanism.



In support of this strategic objective, CHRAGG intends to fortify its investigative mandate by promptly responding to reported complaints, tracking allegations independently, conducting public hearings/enquiries, and providing training on investigation methodologies. Additionally, CHRAGG will mediate, negotiate and conduct reviews of national laws, policies, and guidelines to ensure compliance with human rights standards. It will monitor the implementation of international instruments, particularly advocating for the rights of specific groups such as children, women, and people with disabilities.

To champion this objective, CHRAGG plans to engage extensively with State and Non-State stakeholders to ensure compliance with national, regional, and international human rights obligations. It will recommend redress, advocate for the ratification of human rights treaties, and diligently push for the implementation of existing agreements.

#### **3.5.4.1: Strategies**

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

#### **3.5.4.2: Targets**

- i. 100% of received complaints are registered.
- ii. Complaints admissibility on Human Rights violation and contravention of principles of Good Governance determined by June 2026;
- iii. Legal Framework and 2 guidelines for complaints Handling updated by June 2026
- iv. 5 cases on violations of human rights and contraventions of good governance in Zanzibar and Mainland instituted by June 2026;
- v. Implementation of all CHRAGG recommendations monitored by June 2026;
- vi. Received complaints on Human Rights violations and contravention of principles of Good Governance Investigated by June 2026;
- vii. Legal aid to Vulnerable people provided by June 2026;

- viii. A guideline for monitoring compliance regarding vulnerable groups developed;
- ix. Human rights standards concerning vulnerable groups monitored by June 2026;
- x. 100% human rights and good governance backlog complaints determined;
- xi. National, Regional and International Obligations complied by June 2026;
- xii. Regional and international treaty bodies reported by June 2026;
- xiii. Human Rights standards and principles of Good Governance in Detention facilities Monitored by June 2026;
- xiv. CHRAGG engagement on access to remedy in business and Human Rights addressed by June 2026;
- xv. Five fact-finding missions on human rights compliance regarding vulnerable groups conducted by June 2026.
- xvi. 100% of identified issue on contravention of good governance and violation of human rights monitored by June 2027

### **Outcome Indicators**

- i. Percentage of reported incidents and complaints related to Human Rights violations and Good Governance.
- ii. Rate of adherence to Human Rights Standards and Principles of Good Governance.
- iii. Rate of business compliance with Human Rights standards

### **3.5.5 Objective E: The capacity of CHRAGG to discharge its mandates improved Rationale**

This objective aims to enhance service delivery capacity by tackling critical elements such as staffing concerns, management systems, and working environments and bolstering the financial resource base. These interventions ensure ongoing client satisfaction by consistently recruiting qualified and proficient staff. Additionally, training programs will be implemented to upskill existing staff, empowering them to effectively execute their responsibilities and deliver top-notch services to the public. The objective further encompasses securing and maintaining functional

facilities and equipment, coupled with the continuous refinement of procedures and systems.

### **3.5.5.1: Strategies**

- i. Strengthen the Human Resources Management system;
- ii. Strengthen Planning and Financial Internal Control systems;
- iii. Improve CHRAGG Systems and Processes
- iv. Improve working relations and environment.

### **3.5.4.2: Targets**

- i. CHRAGG Recruitment and Employee Maintenance Plans reviewed and implemented by June 2026;
- ii. CHRAGG Human Resources Capacity Development Plans (CDP) for specialized and normal training developed and implemented by June 2026;
- iii. CHRAGG Staff Retention and Motivation Plans developed and implemented by June 2026;
- iv. CHRAGG's Performance Management Systems implemented by June 2026;
- v. CHRAGG Finances Managed as per current Financial Acts and Regulations by June 2026;
- vi. CHRAGG's Procurement Management implemented as per current Procurement Acts and Regulations by June 2026;
- vii. CHRAGG Risk-based Internal Audit Plan implemented as per current Financial regulation;
- viii. Financial Resource Mobilization strategies developed and implemented by June 2026;
- ix. CHRAGG Comprehensive Planning, Monitoring, Evaluation developed and implemented by June 2026;
- x. ICT Policies, strategy and infrastructure managed by June 2026;
- xi. CHRAGG Visibility and Communication strategy revised and operationalized by June 2026;
- xii. Two branch offices established by June 2026;
- xiii. CHRAGG Working Environment, administrative logistics and outsourced services maintained by June 2026;

## **Outcome Indicators**

- i. Stakeholders' satisfaction level with CHRAGG's service delivery.
- ii. Level of Stakeholders Awareness on the Commission's Services
- iii. Percentage of audit queries identified within CHRAGG.
- iv. Rate of resources mobilized from sources other than Government subventions.

### **3.5.6 Objective X: Management of Environment and ecosystem**

#### **enhanced and sustained Rationale**

The objective aims to address the increasing pressure on Tanzania's diverse ecosystems, which play a crucial role in supporting the daily lives of many Tanzanians and contribute significantly to the nation's economy. The ecosystems in Tanzania encompass a wide range of environments, including mountain, dryland, wetland, coastal, and marine ecosystems, with some being shared across international borders, such as the ecosystem of Lake Tanganyika, which is shared by four nations. These ecosystems provide essential goods and services, including food, water, medicine, building materials, and fuel, while also attracting tourism due to their natural features.

The growing population in Tanzania, coupled with economic development, has led to an increased demand for ecosystem products and services, placing additional pressure on these vital natural resources. Furthermore, Tanzania has experienced indicators of climate change, such as a rise in mean annual temperature and a decline in yearly precipitation, which further exacerbate the challenges faced by these ecosystems.

In response to these challenges, Objective X has been formulated to focus on ecosystem-based adaptation techniques and environmental factors. This objective recognizes the need to address the impacts of climate change on Tanzania's ecosystems and the associated implications for the well-being of its people and the economy. By implementing ecosystem-based adaptation strategies, Tanzania aims to enhance the resilience of its ecosystems and the communities that depend on them, thereby ensuring sustainable development in the face of environmental changes.

#### **3.5.6.1: Strategies**

- i. Strengthen provision of awareness and education on environment and education;
- ii. Develop institutional guideline and framework supportive for environmental and ecosystem management.

### **3.5.6.2: Targets**

- i. Awareness program developed and implemented by June 2026;
- ii. Institutional guideline and framework supportive for environmental and ecosystem management developed and implemented by June 2026.

### **Outcome indicators**

- i. Level of awareness on environment and ecosystem

### **3.5.7 Objective Y: Multi - sectoral nutritional services improved**

#### **Rationale**

Tanzania's commitment to addressing the nutritional needs of its population is evident in the Second National Multisectoral Nutrition Action Plan (NMNAP II) 2021/22-2025/26. The plan recognizes malnutrition as a developmental challenge and a hindrance to achieving national socio-economic goals, particularly in the context of Tanzania's ambition to establish itself as an industrial, knowledge-driven middle-income country by 2025. The primary objective of NMNAP II is to tackle the triples burden of malnutrition in Tanzania, with a specific focus on implementing nutrition- specific and nutrition – sensitive interventions across various sectors, including health, social protection, education, food, water, community development, finance, industry and trade.

The government's commitment to addressing malnutrition is designed to be comprehensive, involving all government entities. This holistic approach acknowledges that investment in nutrition is a crucial component of sustainable development. The objective of NMNAP II is aligned with the theory of change, which aims to bring about the desired goal of ensuring that women, men, children, and adolescents are better nourished and lead healthier and more productive lives.

### **3.5.7.1: Strategies**

- i. Strengthen engagement of CHRAGG on nutritional issues facilitated by June 2026;
- ii. Develop institutional guideline and framework supportive on nutritional issues.

### **3.5.7.2: Targets**

- i. CHRAGG engagement on nutritional issues;
- ii. Institutional guideline and framework supportive for nutritional issues developed and implemented.

### **Outcome Indicators**

Level of awareness on nutritional issue.

### 4.1 Introduction

This chapter outlines the methodologies for measuring, monitoring and evaluating the anticipated outcomes outlined in this Strategic Plan. It details the specific interventions designed to achieve the Ministry's objectives, including the criteria for monitoring and evaluation and the responsible divisions or units. It encompasses various tools such as the Results Chain and Framework Matrix, Monitoring and Evaluation Plans, Reviews, and Reporting Plans. Collectively, these components form the framework for assessing and tracking the progress of the Strategic Plan's objectives.

### 4.2 The Development Objective

The paramount objective of the Tanzania Commission for Human Rights and Good Governance is ***to see a society with an enhanced quality of life marked by peace, justice, and inclusivity***. This objective stands as the pinnacle of results envisioned by the Commission and key stakeholders, signifying the highest level of achievement toward this overarching developmental goal. The realization of this objective hinges on various factors, including the availability of financial resources, the adequacy of staff and management commitment, the demand for accountability from citizens, as highlighted by the Sixth Government, and the human resource capacity of CHRAGG at both strategic and operational levels. These elements collectively influence the Commission's journey toward achieving its core objective.

### 4.3 CHRAGG Result Chain

The Results Chain of CHRAGG embodies a sequence comprising outcomes, outputs, activities, and inputs that collectively contribute to specific objectives outlined in Chapter Three. These objectives and targets outlined in the MTSP IV form the basis for activities and inputs detailed in the Medium-Term Expenditure Framework (MTEF), culminating in CHRAGG's Results Chain.

The fundamental premise is the existence of a causal link between the elements within the Commission's Results Chain. The effective utilization of resources (inputs) leads to accomplishing activities, which in turn contribute to meeting targets. The attainment of outputs further aligns with achieving objectives, ultimately contributing to CHRAGG's overarching goals in the medium term. This progression of results is designed to align with the National Five-Year Development Plan and National Vision 2025, showcasing how CHRAGG's actions and use of resources substantiate its contribution to the Country's economic development.

#### **4.4 The Result Framework**

The matrix comprises the CHRAGG's overarching development objectives, strategic objectives, planned outcomes, and indicators. These outcomes will materialize through a sequential relationship between objectives, strategies, and targets. These, in turn, will be translated into the CHRAGG's Annual Plans and Budgets (MTEFs) through activities and inputs. Table 6 presents the Result Framework Matrix for this Strategic Plan.



**Table 4: Result Framework Matrix**

Development Objective	Objective Code and Description	Planned Outcomes	Outcome Indicators
<p><i>To see a society with an enhanced quality of life, marked by peace, justice, and inclusivity</i></p>	<p><b>A.</b> HIV/AIDS and NCD interventions and strengthened</p>	<p>Reduced HIV and NCD prevalence rate in the workplace</p>	<ul style="list-style-type: none"> <li>i. Percentage of CHRAGG staff affected by HIV.</li> <li>ii. Percentage of CHRAGG staff receiving comprehensive awareness and support on HIV/AIDS and Non-Communicable Diseases (NCDs).</li> <li>iii. Staff perception regarding Non-Communicable Diseases (NCDs).</li> </ul>
	<p><b>B.</b> Implementation of National Anti-Corruption Strategies enhanced.</p>	<ul style="list-style-type: none"> <li>i. Zero corruption incidences</li> <li>ii. Increased integrity</li> <li>iii. Value for money</li> </ul>	<ul style="list-style-type: none"> <li>i. Percentage of reported corruption cases.</li> <li>ii. Level of staff awareness regarding anti-corruption strategies and measures</li> </ul>
	<p><b>C.</b> Promotion of Human Rights and Principles of Good Governance Enhanced</p>	<ul style="list-style-type: none"> <li>i. Improved Legal aid to Vulnerable people</li> <li>ii. Improved Stakeholders engagements</li> <li>iii. Improved CHRAGG visibility and reputation</li> <li>iv. Improved awareness of human rights and good governance</li> <li>v. Operational Documentation centers</li> </ul>	<ul style="list-style-type: none"> <li>i. Number of vulnerable people provided with legal aid</li> <li>ii. The Number of awareness initiatives conducted on Human Rights (HR) and Good Governance (GG).</li> <li>iii. Percentage of stakeholder engagements and international collaborations.</li> <li>iv. Rate of CHRAGG's visibility and reputation within the community.</li> <li>v. Number of documentation centers established and operationalized</li> </ul>
	<p><b>D.</b> Protection of Human Rights and</p>	<ul style="list-style-type: none"> <li>i. Improved legal framework and Guidelines for</li> </ul>	<ul style="list-style-type: none"> <li>i. Percentage of reported incidents and complaints related to Human Rights</li> </ul>

Development Objective	Objective Code and Description	Planned Outcomes	Outcome Indicators
	Principles of Good Governance Improved	<p>complaints Handling</p> <p>ii. Strengthened complaints handling mechanisms on human rights violations and contravention of principles of good governance</p> <p>iii. Enhanced human rights standards and principles of good governance;</p> <p>iv. National Action Plan on Business and Human Rights (NAP - BHR)</p>	<p>violations and Good Governance.</p> <p>ii. Rate of adherence to Human Rights Standards and Principles of Good Governance.</p> <p>iii. Rate of business compliance with Human Rights standards</p>
	<b>E.</b> The capacity of CHRAGG to discharge its mandates improved	<p>i. Improved service delivery</p> <p>ii. Increased staff skills and competencies</p> <p>iii. Improved working environment</p> <p>iv. Improved communication with Stakeholders</p> <p>v. Increased resources mobilized from sources other than Government subvention</p>	<p>i. Stakeholders' satisfaction level with CHRAGG's service delivery.</p> <p>ii. Level of Stakeholders Awareness on the Commission's Services</p> <p>iii. Percentage of audit queries identified within CHRAGG.</p> <p>iv. Rate of resources mobilized from sources other than Government subventions</p>
	<b>X.</b> Management of Environment and Ecosystem Enhanced and Sustained	<p>i. Increased awareness and capacity on environmental and ecosystem management</p>	<p>i. Level of awareness on environment and ecosystem management</p> <p>ii. Level of capacity on environmental and ecosystem management</p>

Development Objective	Objective Code and Description	Planned Outcomes	Outcome Indicators
	Y. Multi-sectoral nutritional services improved	i. Improved engagement of CHRAGG on nutritional issues	i. Level of awareness on nutritional services

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

This section outlines the Monitoring Plan, Rapid Appraisal, and Evaluation Plan for the forthcoming three-year period (2023/24-2025/26)

### **4.5.1 Monitoring Plan**

The Monitoring Plan matrix encompasses 17 indicators with detailed descriptions, baseline values, cumulative target values, specific target values, data collection methods and analysis, means of verification, reporting frequencies, and the respective Division/Unit responsible for data collection. These indicators will be consistently tracked and reported on an annual basis. Annex 3 presents the detailed Monitoring Plan Matrix.

**Table 7 : MONITORING PLAN**

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
1	HIV/AIDS and NCD Prevalence rate at workplace	<p>This indicator intends to measure actions taken by the Commission to create awareness among its staff on HIV/AIDs and NCD.</p> <p>This will be obtained by identifying number of staff who are aware of HIV/AIDS and NCD i.e (X-Y) where X = total number of staff and Y = number of staff with awareness.</p>	2022/23	30	2025/26	150	50	50	50	Training report, Training needs assessment report	Document review,	quarterly	Quarterly and annual reports	monthly	DAHRM

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person	
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection				
2	Prevalence rate of employees sanctioned for involvement in corruption practices	The indicator tends to assess the level of corruption at CHRAGG through (X-Y). Where X = corruption cases Current year and Y = corruption cases for the Previous Year.	2022/23	0	2025/26	0	0	0	0	0	Implementation, Quarterly and annual reports	Document review, interview, checklist	monthly	Annual reports	Annually	DAHRM
3	Rate of awareness initiatives on HR and GG;	This indicator intends to measure the Commission's efforts to build capacity on HR&GG	2023/24	10	2025/26	16	4	4	4	4	Training reports	Documentary review	quarterly	Activity report	quarterly	PECRD

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
4	Percentage of stakeholder's engagement and international collaborations	This indicator intends to determine the number of stakeholders capacitated by the Commission on HR&GG This will be calculated by $A/B*100$ where: A = Total number of stakeholders attended training B = Total number of stakeholders intended.		xxx		600	200	200	200	Training reports	Documentary review	quarterly	Activity report	quarterly	PECRD
5	Rate of CHRAGG Visibility and reputation.	This indicator intends to measure action taken by the Commission to ensure effective outreach and advocacy programme		xxx		60	20	20	20	Training reports	Documentary review	quarterly	Activity report	quarterly	PECRD

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
6	Number of documentation centres established and operationalized.	<p>This indicator intends to determine the quantity of IEC materials printed and distributed</p> <p>This will be calculated by X-Y: Where X = Information Education and Communication materials printed and Y= Total number of Information Education and Communication materials distributed</p>	2022/23	xxx	2025/26	36	12	12	12	CHRAGG reports	Documentary review	Monthly/quarterly	Activity report	quarterly	PECRD



S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
7	Number of copies of annual reports prepared printed and disseminated	<p>This indicator intends to determine the quantity of annual reports prepared, printed and disseminated.</p> <p>This will be calculated by <math>X/Y*100</math> where: X = Number of copies of CHRAGG annual reports prepared, printed and disseminated</p> <p>Y = Total number of CHRAGG annual reports prepared, printed and disseminated planned.</p>	2022/23	300	2025/26	900	300	300	300	CHRAGG reports	Documentary review	Monthly / quarterly	Activity report	Annually	PECRD

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
8	Rate of CHRAGG Visibility and reputation;	<p>This indicator intends to determine the number of CSOs, MDAs and citizens that have been capacitated by the Commission on HR&amp;GG</p> <p>This will be calculated by <math>X-Y</math> where X = is number CSOs and MDAs trained of planned while Y = is number of CSOs and MDAs trained</p>	2022/23	200	2025/26	300	100	100	100	Activity reports	Documentary review	Annually	Activity report	Annually	PECRD

#### 4.5.6 Evaluation Plan

##### Fourth Medium-Term Strategic Plan 2023/2024 - 2025/26

The Evaluation Plan encompasses a series of evaluations to be conducted throughout the Strategic Planning Cycle. Each study within this plan comprises a description, evaluation questions, methodology, timeframe, and the assigned responsible person. CHRAGG is set to conduct three

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
9	Rate of CHRAGG Visibility and reputation	<p>A number of This indicator intends to measure the Commission's efforts in participating in various relevant events.</p> <p>This will be calculated by <math>X-Y</math> where X = is number of National, Regional and International events planned to be participated while Y = is number of National, Regional and International events participated</p>	2022/23	xxx	2025/26	30	10	10	10	Activity reports	Documentary review	Quarterly	Activity report	Annually	PECRD

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
10	Rate of Stakeholders	<p>This indicator intends to measure to what extent stakeholders engaged in CHRAGG functions</p> <p>This will be calculated: <math>X/Y * 100</math> Where: X is number of stakeholders engaged and Y is total number of stakeholders.</p>	2022/23	xxx	2025/26	195	60	65	70	CHRAGG reports	Documentary review	Annually	CHRAGG annual report	Annually	PECRD

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
11	Percentage of stakeholder's engagement and international collaborations	<p>This indicator intends to measure the percentage rate of the Commission fulfilling its mandate with regional and international partners and stakeholders.</p> <p>This will be calculated by <math>X/Y*100</math> where:  X = Number of stakeholder's engaged  Y = Number of stakeholder's planned to be engaged.</p>	2022/23	50	2025/26	215	60	75	80	CHRAGG reports	Documentary review	Annually	CHRAGG annual report	Annually	DLS

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
12	Number of documentation centers established and operationalized	<p>This indicator intends to measure efforts in putting in place the Commission's documentation centers.</p> <p>This will be calculated by X-Y where X = is number of documentation centers established and operationalized while Y = is number of documentation centers planned to be established and operationalized</p>	2022/23	1	2025/26	3	1	1	1	Activity reports	Documentary review	Quarterly	Activity report	Annually	DPECRD

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
13	Percentage of CHRAGG staff with required capacity	<p>This indicator intends to measure the proportion of CHRAGG staff possessing the required capacity.</p> <p>This will be calculated by; <math>X/Y*100</math> where X is total staff capacited and B = is total staff.</p>	2022/23	xxx	2025/26	100 %	40 %	40 %	20 %	CHRAGG annual budgets, Training and needs assessment reports	Documentary report, Interview, Checklist	Annually	Quarterly and annual reports, Training reports	Annually	DAHR M

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
14	Percentage of audit queries identified within CHRAGG.	<p>This indicator aims to measure the extent to which the Commission comply with audit regulation.</p> <p>This will be calculated by:  <math>X/Y \times 100</math> where  X = number of queries replied and closed and  Y = Total number of queries raised.</p>	2022/23	80	2025/26	100%	100%	100%	100%	CAG Audit Report	Documentary review of Audit reports	Annually	Internal Audit Reports, CAG report	Annually	CIA



S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
15	Percentage of resources mobilized from sources other than Government subventions	<p>This indicator intends to measure the level or amount of revenue generated from sources other than government subventions made available.</p> <p>This will be calculated: <math>X/Y * 100</math> Where: X is resources mobilized and Y is total resources planned to be mobilized.</p>	2022/23	10%	2025/26	100%	40%	40%	20%	Financial reports, CHRAGG budget performance report	Review of Revenue registers/ books Annual reports	Annually	Financial statements reports	Annually	CA

S/N	Outcome Indicator	Outcome Indicator description	Baseline		Cumulative Target Value		Indicator Target Value			Data Collection Methods and Analysis			Means of verification	Reporting Frequency	Responsible person
			Date	Value	Date	Value	2023/24	2024/25	2025/26	Data Source	Methods & Instruments	Frequency Data collection			
16	Rate of Stakeholders' satisfaction level with CHRAGG's service delivery	<p>This indicator aims to measure the effectiveness of the Commission in delivering its services.</p> <p>This will be calculated: <math>X/Y * 100</math> Where: X is number of satisfied stakeholders and Y is total number of stakeholders.</p>	2022/23	40	2025/26	180	50	60	70	CHRAGG reports	Survey interview Questionnaire	Annually	Quarterly and annual reports	Annually	PECRD

#### 4.5.2 Planned Reviews

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

#### 4.5.3 Review Meeting

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

**Table 8: Planned Review Meetings**

S/N	Type of Meeting	Frequency	Chairperson	Participants
1.	Commissioners	Quarterly	Commission's Chairperson	Commissioners and Executive Secretary
2.	Commissioners with Staff	Quarterly	Commission's Chairperson	Commissioners, Secretariat and all staff
3.	Secretariat	Monthly	Executive Secretary	Heads of Department and Unit
4.	Secretariat with staff	Quarterly	Executive Secretary	Heads of Department; Unit and all Staff
5.	Budget Committee	Monthly	Executive Secretary	Heads of Department and Unit
6.	Integrity Committee	Bi-annual	Integrity Committee Chairperson	Integrity Committee members
7.	Audit Committee	Quarterly	Audit Committee Chairperson	Audit Committee members
8.	Tender Board	Quarterly and when need arises	Tender Board Chairperson	Tender Board members
9.	Employment Committee	Bi-annual	Chairperson of the Employment	Appointed members of the committee

S/N	Type of Meeting	Frequency	Chairperson	Participants
			Committee	
10.	Workers Council	Bi-annual	Executive Secretary	Secretariat and appointed members
11.	Department/ Unit	Monthly	Heads of Department/Unit	Departmental/Unit staff
12.	Extra-ordinary	As may be required	Executive Secretary/ Chairperson of the Commission	Commissioners/ Staff Secretariat
13.	Milestone Review	Bi-annual	Executive Secretary	Members of Secretariat

#### 4.5.4 Planned Milestones Reviews

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

**Table 9: Planned Milestones Reviews**

Years	Planned Reviews	Milestones	Timeframe	Responsible
2023/24	Two reviews	100 Outreach and advocacy Programmes on Human Rights and the principle of good governance developed and implemented annually	June, 2024	DPECRD
		200 HR&GG clubs established in primary and secondary schools as well as colleges in Mainland Tanzania and Zanzibar annually	June, 2024	DPECRD
		Five Research and Documentation programs in Human Rights and Principles of Good Governance implemented annually	June, 2024	DPECRD
		100% of received complaints are registered annually	June, 2024	DLS
		Legal Framework and 2 guidelines for complaints Handling updated annually	June, 2024	DLS
		Implementation of all CHRAGG recommendations monitored annually	June, 2024	DLS
		100% human rights and good governance backlog complaints determined	June, 2024	DCI
		Five fact-finding missions on human rights compliance regarding vulnerable groups conducted annually	June, 2024	DCI
		CHRAGG Staff Retention and Motivation Plans developed and implemented annually	June, 2024	DAHRM
		CHRAGG Finances Managed as per current Financial Acts and Regulations annually	June, 2024	CA
		CHRAGG's Procurement Management implemented as per current Procurement Acts and Regulations annually	June, 2024	HPMU
		CHRAGG Risk-based Internal Audit Plan implemented as per current financial regulation annually	June, 2024	IA
		CHRAGG Comprehensive Planning, Monitoring, Evaluation developed and implemented annually	June, 2024	DPME
		ICT Policies, strategy and infrastructure managed	June, 2024	ICTU
Two branch offices established	June, 2024	DAHRM		

Years	Planned Reviews	Milestones	Timeframe	Responsible
2024/25	Two reviews	100 Outreach and advocacy Programmes on Human Rights and the principle of good governance developed and implemented annually	June, 2025	DPECRD
		200 HR&GG clubs established in primary and secondary schools as well as colleges in Mainland Tanzania and Zanzibar annually	June, 2025	DPECRD
		Five Research and Documentation programs in Human Rights and Principles of Good Governance implemented annually	June, 2025	DPECRD
		100% of received complaints are registered annually	June, 2025	DLS
		Legal Framework and 2 guidelines for complaints Handling updated annually	June, 2025	DLS
		Implementation of all CHRAGG recommendations monitored annually	June, 2025	DLS
		100% human rights and good governance backlog complaints determined	June, 2025	DCI
		Five fact-finding missions on human rights compliance regarding vulnerable groups conducted annually	June, 2025	DCI
		CHRAGG Staff Retention and Motivation Plans developed and implemented annually	June, 2025	DAHRM
		CHRAGG Finances Managed as per current Financial Acts and Regulations annually	June, 2025	CA
		CHRAGG's Procurement Management implemented as per current Procurement Acts and Regulations annually	June, 2025	HPMU
		CHRAGG Risk-based Internal Audit Plan implemented as per current Financial regulation annually	June, 2025	IA
		CHRAGG Comprehensive Planning, Monitoring, Evaluation developed and implemented annually	June, 2025	DPME
		ICT Policies, strategy and infrastructure managed	June, 2025	ICTU
Two branch offices established	June, 2025	DAHRM		

Years	Planned Reviews	Milestones	Timeframe	Responsible
2025/26	Two reviews	100 Outreach and advocacy Programmes on Human Rights and the principle of good governance developed and implemented annually	June, 2026	DPECRD
		200 HR&GG clubs established in primary and secondary schools as well as colleges in Mainland Tanzania and Zanzibar annually	June, 2026	DPECRD
		Five Research and Documentation programs in Human Rights and Principles of Good Governance implemented annually	June, 2026	DPECRD
		100% of received complaints are registered annually	June, 2026	DLS
		Legal Framework and 2 guidelines for complaints Handling updated annually	June, 2026	DLS
		Implementation of all CHRAGG recommendations monitored annually	June, 2026	DLS
		100% human rights and good governance backlog complaints determined	June, 2026	DCI
		Five fact-finding mission on human rights compliance regarding vulnerable groups conducted annually	June, 2026	DCI
		CHRAGG Staff Retention and Motivation Plans developed and implemented annually	June, 2026	DAHRM
		CHRAGG Finances Managed as per current Financial Acts and Regulations annually	June, 2026	CA
		CHRAGG's Procurement Management implemented as per current Procurement Acts and Regulations annually	June, 2026	HPMU
		CHRAGG Risk-based Internal Audit Plan implemented as per current financial regulation annually	June, 2026	IA
		CHRAGG Comprehensive Planning, Monitoring, Evaluation developed and implemented annually	June, 2026	DPME
		ICT Policies, strategy and infrastructure managed	June, 2026	ICTU
Two branch offices established	June, 2026	DAHRM		

#### **4.5.5 Rapid Appraisal Plan**

This subsection aims to outline the planned Rapid Appraisals scheduled for implementation by CHRAGG during the execution of this strategic Plan. These appraisals are designed to gather pertinent information to facilitate the implementation of planned interventions. The section describes each rapid appraisal, detailing the specified timeframe within the plan, appraisal questions, methodology, and the responsible person involved, as specified in Table 10. Each rapid appraisal employs techniques and practices to assess whether the defined targets align with achieving the desired outcomes.



**Table 10: Rapid Appraisal Plan**

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

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible
			<p>with or affected by HIV/AIDS reached by CHRHAGG services?</p> <p>iv) To what extent HIV/AIDS treatment, care and supportive services are available to individuals and groups living with or affected by HIV/AIDS?</p>			
3.	Study on the situation of corruption within CHRAGG	This study aims to examine the prevalence of corruption within the Institution.	<p>i) What is the level of staff awareness of corruption issues?</p> <p>ii) Are there any corruption cases reported?</p> <p>iii) What is the clients' opinion about corruption in the institution?</p>	Survey	Annually	DAHRM
4.	Study on complaints handling mechanisms.	This study intends to explore the effectiveness of complaints-handling mechanisms.	<p>i) What is our clients' opinion on complaint handling?</p> <p>ii) How long does it take to handle complaints within the Commission?</p> <p>iii) Is there compliance with the procedures, guidelines and mechanisms for handling complaints?</p> <p>iv) What are the challenges encountered in handling complaints?</p> <p>v) Are the rights of the</p>	Survey Documentary review	Annually	DRD

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible
			complainants realized through complaint handling? vi) What is to be done to improve complaints handling in accordance with the guidelines and procedures in place?			
5.	Study on the implementation of CHRAGG recommendations	The intention is to assess the extent and impact of the implementation of CHRAGG recommendations.	i) What are the recommendations issued? ii) What is the status of the implementation of CHRAGG's recommendations? iii) Why some of the CHRAGG recommendations are not implemented iv) What are the challenges encountered in enforcing recommendations? v) What is to be done to reinforce CHRAGG's recommendations?	Survey  Documentary review	Annually	DLS
6.	CHRAGG Staff Technical Capacity Needs Assessment	This intends to explore knowledge gaps and skills among the CHRAGG staff	i) To what extent are the available knowledge and skills utilized? ii) Which knowledge gaps and skills need to be addressed? iii) Which resources are needed for staff capacity building?	Survey	Annually	DAHRM

<b>S/N</b>	<b>Rapid Appraisal</b>	<b>Description of the Rapid Appraisal</b>	<b>Appraisal Questions</b>	<b>Methodology</b>	<b>Frequency</b>	<b>Responsible</b>
8	Study on the magnitude of violation of human rights and contra version of principles of good governance	This aims at exploring the extent to which human rights violations and contravention of principles of good governance occur.	<ul style="list-style-type: none"> <li>i) What is the trend of human rights violations and contravention of principles of good governance?</li> <li>ii) What are the causes of human rights violations and contravention of good governance?</li> <li>iii) To what extent are principles of good governance adhered to by administrative bodies?</li> <li>iv) How do human rights violations and good governance affect the public?</li> <li>v) How can the situation of human rights and adherence to principles of good governance improved?</li> </ul>	Survey	Annually	DCI

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible
9	Study on the level of stakeholders' satisfaction	The intention is to assess how much the Commission delivers its services at the required standard. It will also help to collect baseline data and assess CHRAGG's efficiency in service delivery and accessibility.	<ul style="list-style-type: none"> <li>i) Are the customers receiving services on time?</li> <li>ii) Do CHRAGG services meet customers' expectations?</li> <li>iii) What is the trend of complaints against the institution?</li> <li>iv) How effective are internal mechanisms for handling complaints?</li> <li>v) What are the areas for improvement and recommendations?</li> <li>vi) To what extent do the CHRAGG services reach out to the public?</li> <li>vii) What is the level of public awareness about CHRAGG's work?</li> <li>viii) What are the strategies to be put in place to enhance CHRAGG coverage?</li> </ul>	Survey	Annually	DAHRAM

#### **4.5.6 Evaluation Plan**

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**Fourth Medium-Term Strategic Plan 2023/2024 - 2025/26**

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The Evaluation Plan encompasses a series of evaluations to be conducted throughout the Strategic Planning Cycle. Each study within this plan comprises a description, evaluation questions, methodology, timeframe, and the assigned responsible person. CHRAGG is set to conduct three evaluations, incorporating 21 evaluation questions. These evaluations are designed to gather evidence concerning whether the interventions and outputs have effectively led to the envisioned outcomes outlined in the Strategic Plan. The detailed Evaluation Plan matrix is provided in Table 11.

**Table 11: Planned Evaluations**

<b>S/N</b>	<b>Name of Evaluations</b>	<b>Description</b>	<b>Evaluation Questions</b>	<b>Methodology</b>	<b>Timeframe</b>	<b>Responsible</b>
1.	Outcome Evaluation on the Implementation of UN GPs Business and Human Rights	The evaluation intends to examine businesses' responses to human rights.	<ul style="list-style-type: none"> <li>i) To what extent is the public aware of business and Human Rights issues?</li> <li>ii) What has been the impact of incorporating Business in Human Rights?</li> <li>iii) To what extent are vulnerable group's issues integrated into business activities?</li> <li>iv) To what extent have the guidelines adhered to in developing National Action Plans?</li> <li>v) What are the reasons for non-compliance with due diligence on human rights?</li> <li>vi) What are the most specific industrial deep drive impacts?</li> <li>vii) What is the status of violation incidences?</li> <li>viii) What is the level of stakeholders' involvement in Human Rights and Good Governance issues?</li> <li>ix) What are the recommendations?</li> </ul>	Survey	June 2024	DCI

<b>S/N</b>	<b>Name of Evaluations</b>	<b>Description</b>	<b>Evaluation Questions</b>	<b>Methodology</b>	<b>Timeframe</b>	<b>Responsible</b>
2.	Service delivery evaluation	Examining the capacity of CHRAGG in rendering services	<ul style="list-style-type: none"> <li>i) To what extent does the public access the CHRAGG's services?</li> <li>ii) To what extent is Human Rights and Good Governance Information accessed?</li> <li>iii) What is the level of client satisfaction with the Commission's services?</li> <li>iv) Does CHRAGG have skilled and competent staff?</li> <li>v) What is the status of human and financial resources management?</li> <li>vi) How efficient are systems and processes?</li> </ul>	Survey	June 2024	DRD
3.	Outcome Evaluation of the Medium-Term Strategic Plan IV	The study intends to establish the outcome of the implementation of the plan (mid and final evaluation)	<ul style="list-style-type: none"> <li>i) Were the objectives, strategies and targets relevant?</li> <li>ii) Were they achievable?</li> <li>iii) Is CHRAGG in line with the intended goal?</li> <li>iv) Is there any behaviour change (impact)?</li> <li>v) Is the vision achievable?</li> <li>vi) To what extent are stakeholders involved?</li> </ul>	Survey	2024 and 2026	Planning Unit



## 4.6 Reporting Plan

This section outlines the Reporting Plan, encompassing internal and external reporting procedures aligned with statutory mandates and the Medium-Term Strategic Planning and Budgeting Manual.

### 4.6.1 Internal Reporting Plan

The Internal Reporting Plan includes preparing 16 reports tailored for internal usage within CHRAGG, catering to the Commission, Management, and Staff. These reports comply with statutory requirements and any additional needs arising over time. They will be generated weekly, monthly, quarterly, annually, or ad hoc per evolving demands. A detailed breakdown of the Internal Reporting Plan is provided in Table 12.

**Table 12: Internal Reporting Plan**

S/N	Type of Report	Recipient	Frequency	Responsible
1.	Audit report	Audit Committee	Quarterly	CIA
2.	Annual report	Human Rights and Good Governance	Annually	DRD
3.	Performance report	ES	Quarterly	Planning Unit
4.	Special report	ES	Annually	Head of Division /Unit
5.	Financial report	ES	Annually	CA
6.	CIA special report	ES	Annually	CIA
7.	Investigation report	Commissioners	Quarterly	ES
8.	Investigation report	ES	Quarterly	Head of Division
9.	Unit/Departmental report	ES	Quarterly	Planning Unit
10.	Unit/Departmental report	Planning Unit	Quarterly	Head of Division/Unit
11.	Report on implementations Ruling Party Manifesto	ES	Bi-annual	Planning Unit

<b>S/N</b>	<b>Type of Report</b>	<b>Recipient</b>	<b>Frequency</b>	<b>Responsible</b>
12.	Programme/Project (Performance) report	ES	Quarterly	Planning Unit
13.	Donors (activity) report	ES	Quarterly	Responsible Division
14.	Employee report	ES	Quarterly	DAHRM
15.	Indicators performance report	ES	Quarterly	Planning Unit
16.	Indicators performance report	Planning Unit	Quarterly	Head of Division/Unit

#### **4.6.2 External Reporting Plan**

This plan entails the preparation of various reports, including quarterly, semiannual, annual, and three -year outcome reports, as needed or requested. These reports will be disseminated to several external stakeholders, including the Prime Minister’s Office, Controller and Auditor General, Development Partners, the Parliament, and the General Public. The reporting plan adheres to statutory requirements and aligns with the Government Performance reporting stipulations outlined in the Medium-Term Planning and Budgeting Guidelines and the Medium-Term Strategic Planning and Budgeting Manual. Table 13 presents the detailed External Reporting Plan.

**Table 13: External Reporting Plan**

<b>S/N</b>	<b>Type of Report</b>	<b>Recipient</b>	<b>Frequency</b>	<b>Responsible</b>
1.	Audit report	Internal and Controller Auditor General	Annual	CIA
2.	Annual report	President, Parliament, Sector Ministry and Stakeholders	Annually	ES
3.	Performance report	MOFP, PMO, Parliamentary Committee and stakeholders	Quarterly	ES

<b>S/N</b>	<b>Type of Report</b>	<b>Recipient</b>	<b>Frequency</b>	<b>Responsible</b>
4.	Special report	Relevant Authorities	As may be required	ES
5.	Financial report	Controller Auditor General	Annually	ES
6.	CIA special report	Internal and Controller Auditor General	Annually	CIA
7.	Report on implementations of the Ruling party manifesto	PMO and Parent Ministry	Bi-annual	ES
8.	Universal Periodic Review (UPR)	Office of High Commissioner for Human Rights, Human Rights Council	Once in four years	ES
9.	Programme/Project Performance Report	Development Partners	As may be required	ES
10.	Donors (activity) report	Development Partners	As may be required	ES
11.	Accreditation report	GANHRI	Once in three years	ES
12.	Treaty bodies report	Treaty Bodies Committee	As may be required	ES
13.	Membership Reports	Respective Associations, e.g. NANHRI, GANHRI, AOMA, AORC	As may be required	ES
14.	Activity Report	ACHPR	Once in two years	ES
15.	Integrity report	President's Office – Public Service Management and Good Governance	Quarterly	Integrity Committee
16.	Employee report	Public Service Commission	Quarterly	ES

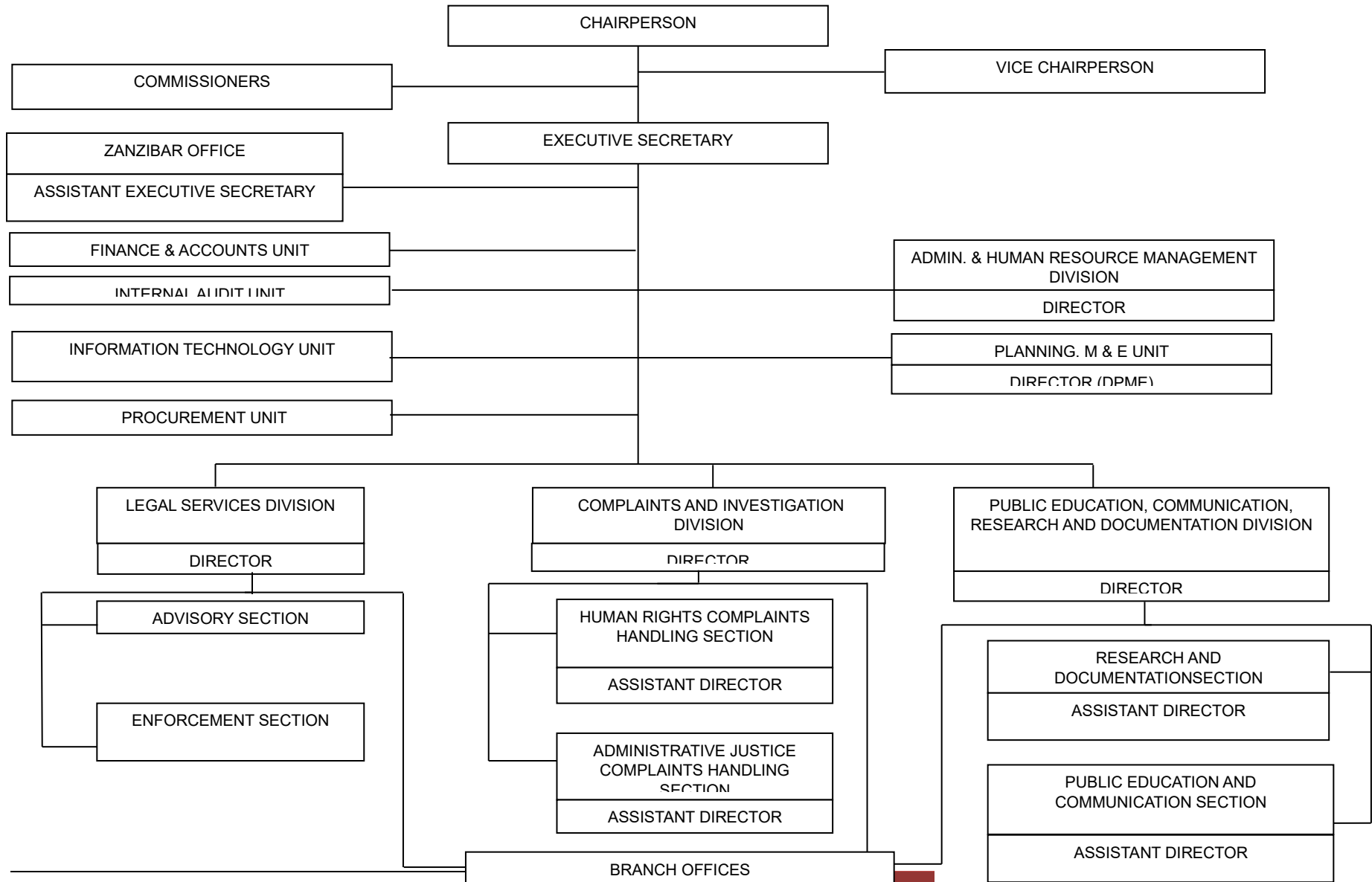
## **ANNEXES**

### **ANNEX 1: ORGANISATION STRUCTURE**

The President approved the current Functions and Organization structure of the Commission for Tanzania Commission for Human Rights and Good Governance on 1<sup>st</sup> October 2018. and comprises the following Divisions and units.

- (i) Administration and Human Resources Management
- (ii) Finance and Accounts Unit
- (iii) Internal Audit Unit
- (iv) Legal Services Unit
- (v) Procurement Management Unit
- (vi) Management Information System Unit
- (vii) Planning, Monitoring and Evaluation Unit
- (viii) Complaints and Investigation Division
- (ix) Public Education, communication, Research and Documentation
- (x) Zanzibar Office
- (xi) Mwanza Office
- (xii) Lindi Office
- (xiii) Pemba Branch
- (xiv) Dar Es Salaam Office

# CHRAGG ORGANOGRAM



## ANNEX 1: STRATEGIC PLAN MATRIX

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	STRATEGY	TARGETS	OUTCOME INDICATORS	RESPONSIBLE PERSON
A	HIV/AIDS and Non-communicable Diseases (NCD) Interventions strengthened	Increase awareness and support on HIV to CHRAGG staff	<ul style="list-style-type: none"> <li>(i) CHRAGG HIV/AIDS support program developed and implemented by June 2026;</li> <li>(ii) Care and support services for self-declared PLHIV provided by June 2026;</li> </ul>	HIV/AIDS and NCD Prevalence rate at workplace	DAHRM
		Promote a healthy lifestyle and behaviour change management program.	<ul style="list-style-type: none"> <li>(i) CHRAGG Capacity Development Plans (NCD) for specialized and normal training support program developed and implemented by June 2026;</li> <li>(ii) NCD Plan of Action for CHRAGG developed and implemented by June 2026.</li> </ul>		
B	Implementation of National Anti-Corruption Strategies enhanced	(i) Strengthen Capacity of Commission Staff on Anti-Corruption Strategies and Action plan	<ul style="list-style-type: none"> <li>(i) CHRAGG Anti-Corruption Programmes established and implemented by June 2026.</li> <li>(ii) Modern Complaints Handling Mechanism integrated with e-Mrejesho by 2026;</li> </ul>	Prevalence rate of employees sanctioned for involvement in corruption practices	DAHRM

			(iii) Guideline on how to involve Non-State Actors (NSAs) in CHRAGG services developed by June 2026.		
		Promote ethical behaviour within the Commission.	(i) National Anti-Corruption strategy customized and implemented by June 2026;		
C	Promotion of Human Rights and Principles of Good Governance Enhanced	Intensify campaigns on public awareness of human rights and principles of good governance	<ul style="list-style-type: none"> <li>(i) 20 Capacity Development Programs on Human Rights and the principle of good governance to stakeholders developed and implemented by June 2026,</li> <li>(ii) 100 Outreach and advocacy Programmes on Human Rights and the principle of good governance developed and implemented by June 2026,</li> <li>(iii) 60,000 copies of Information Education and Communication materials printed and distributed ('000)</li> <li>(iv) 200 HR&amp;GG clubs established in primary and secondary schools as well as colleagues in Mainland Tanzania and Zanzibar by 2026,</li> <li>(v) 500 personnel trained as TOT for established HR&amp;GG clubs in Mainland Tanzania</li> </ul>	<ul style="list-style-type: none"> <li>(i) Rate of awareness initiatives on HR and GG;</li> <li>(ii) Percentage of stakeholder's engagement and international collaborations;</li> <li>(iii) Rate of CHRAGG Visibility and reputation;</li> <li>(iv) Number of documentations centers established and operationalized</li> </ul>	DPECRD

			and Zanzibar (vi) 500 paralegals empowered with human rights and principles of good governance knowledge by June 2026.		
			(vii) 60,000 copies of Information, Education and Communication (IEC) printed and distributed by June 2026.		DPECRD
			(viii) 1500 copies of CHRAGG annual reports on the situation of Human Rights and Good Governance prepared, Printed and disseminated		DPECRD
			(ix) CSOs and MDAs trained on human rights and good governance by June 2026.		DPECRD
			(x) Members of Parliament trained on human rights and good governance by June 2026.		DPECRD
			(xi) 25 National, Regional and International annual events (Saba saba, Human Rights Day, African Child Day, Nane Nane, Local Government Anniversary exhibitions, etc) Participated by June 2026		DPECRD



			(xii) Radio and TV programs (recorded and live) on human rights and good governance issues prepared and aired on selected community/local radio stations		DPECRD
		Strengthen cooperation and collaboration with stakeholders.	(i) Multi-stakeholders conference for introducing NHRAP conducted		DPECRD
			(ii) Monitor and Evaluate NHRAP II in partnership with MDAs, LGAs and CSOs for Human Rights Data Generation by June 2026.		
			(iii) Stakeholders Engagement Strategy operationalized by June 2026.		
			(iv) Stakeholders Engagement meeting conducted by June 2026.		
			(v) 40 Consultative meetings with Regional Secretariat Committees on human rights and good governance conducted by June 2026.		DPECRD
			(i) Regional and International collaboration maintained by June 2026.		DLS
		Improve research, documentation and information.	(i) Five Research and Documentation programs in Human Rights and		DPECRD

			Principles of Good Governance implemented		
			(ii) One documentation Centre was established and operationalized in four branch offices by June 2026.		
			(iii) CHRAGG staff trained on professional Skills (research, human rights monitoring, Public Enquiry, Inspection of detention facility and report writing)		DPECRD
D	Protection of Human Rights and Principles of Good Governance Improved	(i) Improve complaints handling on human rights and principles of good governance;	(i) 100% of received complaints are registered. (ii) Complaints admissibility on Human Rights violation and contravention of principles of Good Governance determined by June 2026; (iii) Legal Framework and 2 guidelines for complaints Handling updated by June 2026 (iv) 5 cases on violations of human rights and contraventions of good governance in Zanzibar and Mainland instituted by June 2026;	(i) Percentage of reported incidents and complaints related to Human Rights violations and Good Governance. (ii) Rate of adherence to Human Rights Standards and Principles of Good Governance. (iii) Rate of business compliance with	DLS

			(v) Implementation of all CHRAGG recommendations monitored by June 2026.	Human Rights standards	DLS								
			(vi) Received complaints on Human Rights violations and contravention of principles of Good Governance Investigated by June 2026.		Human Rights standards	DCI							
			(vii) Legal aid to Vulnerable people provided by June 2026.				Human Rights standards	DCI					
			(viii) A guideline for monitoring compliance regarding vulnerable groups developed						Human Rights standards	DCI			
			(ix) Human rights standards concerning vulnerable groups monitored by June 2026.								Human Rights standards	DCI	
			(x) 100% human rights and good governance backlog complaints determined			Human Rights standards							DCI
		(ii) Enhance compliance with human rights standards and principles of good governance;	(i) National, Regional and International Obligations complied by June 2026;					Human Rights standards					
			(ii) Regional and international treaty bodies reported by June 2026.							Human Rights standards			
			(iii) Human Rights standards and principles of Good Governance in Detention									Human Rights standards	

			facilities Monitored by June 2026; and  (iv) CHRAGG engagement on access to remedy in business and Human Rights addressed by June 2026.		
		(iii)	(v) Five fact-finding mission on human rights compliance regarding vulnerable groups conducted by June 2026		DCI
E	Capacity of CHRAGG to discharge its mandates improved	Strengthen the Human Resources Management system	(i) CHRAGG Recruitment and Employee Maintenance Plans reviewed and implemented by June 2026; (ii) CHRAGG Human Resources Capacity Development Plans (CDP) for specialized and normal training developed and implemented by June 2026; (iii) CHRAGG Staff Retention and Motivation Plans developed and implemented by June 2026; (iv) CHRAGG's Performance Management Systems implemented by June 2026;	(i) Percentage of CHRAGG staff with required capacity (ii) Rate of Stakeholders' satisfaction level with CHRAGG's service delivery. (iii) Level of Stakeholders Awareness on the Commission's Services (iv) Percentage of audit queries identified within CHRAGG.	DAHRM
		Strengthen Planning and Financial Internal Control systems.	(i) CHRAGG Finances Managed as per current Financial Acts and	(v) Percentage of resources mobilized from	CA

			Regulations by June 2026;	sources other than Government subventions	
			(ii) CHRAGG's Procurement Management implemented as per current Procurement Acts and Regulations by June 2026;		HPMU
			(i) CHRAGG Risk-based Internal Audit Plan implemented as per current Financial regulation		IA
			(i) Financial Resource Mobilization strategies developed and implemented by June 2026;		DPME
			(ii) CHRAGG Comprehensive Planning, Monitoring, Evaluation developed and implemented by June 2026;		
		Improve CHRAGG Systems and Processes	(i) ICT Policies, strategy and infrastructure managed by June 2026;		ICTU
		Improve working relations and environment.	(i) CHRAGG Visibility and Communication strategy revised and operationalized by June 2026; and		DPECRD
			(ii) Two branch offices established by June 2026		DAHRM
			(i) CHRAGG Working		DAHRM

			Environment, administrative logistics and outsourced services maintained by June 2026		
X	Management of Environment and Ecosystems enhanced and sustained	Strengthen provision of awareness and education on environment and education	(ii) Awareness program developed and implemented by June 2026	(i) Level of capacity on environmental and ecosystem management  (ii) Level of capacity on environmental and ecosystem management	DAHRM
		Develop institutional guideline and framework supportive for environmental and ecosystem management	(iii) Institutional guideline and framework supportive for environmental and ecosystem management developed and implemented by June 2026		DAHRM
Y	Multi-sectoral nutritional services improved	Strengthen engagement of CHRAGG on nutritional issues	(i) CHRAGG engagement on nutritional issues facilitated by June 2026,	Level of awareness on nutritional issues	
		Develop institutional guideline and framework supportive on nutritional issues	(ii) Institutional guideline and framework supportive for nutritional issues developed and implemented		DAHRM