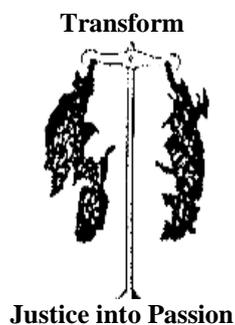


ZANZIBAR LEGAL SERVICES CENTRE (ZLSC)



FIVE-YEAR STRATEGIC PLAN 2013-2017

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LIST OF ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ANGOZA	Association of Non- Governmental Organization of Zanzibar
BoT	Board of Trustees
CBOs	Community Based Organisations
CCM	<i>Chama Cha Mapinduzi</i>
CHRGG	Commission for Human Rights and Good Governance
CSOs	Civil Society Organisations
CUF	Civic United Front
EACSOFF	East Africa Civil Society Organisations Forum
ED	Executive Director
GBV	Gender Based Violence
GNU	Government of National Unity
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IEC	Information Education and Communication
IFMRS	International Financial Management and Reporting Standards
M&E	Monitoring and Evaluation
MKUZA	<i>Mpango wa Kukuza Uchumi na Kupunguza Umaskini</i>
NGOs	Non-Governmental Organisations
OD	Organisation Development
PLWHA	People Living With HIV and AIDS
SALAN	Southern Africa Legal Assistance Network
SWOT	Strengths, Weaknesses and Threats
TOT	Training of Trainers
Tshs	Tanzanian Shillings
TV	Television
UN	United Nations
USD	United States Dollars
ZAC	Zanzibar Aids Commission
ZACP	Zanzibar Aids Control Programme
ZAFELA	Zanzibar Female Lawyers' Association
ZLRC	Zanzibar Law Review Commission
ZLSC	Zanzibar Legal Services Centre
ZSGRP	Zanzibar Strategic for Growth and Reduction of Poverty

EXECUTIVE SUMMARY

This is a five-year strategic plan of Zanzibar Legal Service Centre (hereinafter referred as ZLSC or the Centre) for the period 2013-2017. The document presents the Centre's priorities over the five-year period of programming and implementation toward realization of its mission and vision. The formulation of this strategy was informed by relevant global, regional and national policy and legal frameworks. The strategy is also informed by ZLSC's holistic evaluation findings as well as programming and management experience of ZLSC in promoting access to justice among the poor, marginalised and vulnerable in Zanzibar. The Centre envisages actualisation of rights and access to justice for all. Over the five-year period, ZLSC will seek to accomplish the following strategic aims:

Strategic Aim One: Quality and timely legal aid services to the indigent provided.

Strategic Aim Two: Public engagement in constitution and law making processes enhanced.

Strategic Aim Three: Comprehensive research, publication and documentation undertaken.

Strategic Aim Four: Human rights of marginalized groups promoted and protected enhanced.

Strategic Aim Five: Demand driven civic and legal education of the general public enhanced.

Strategic Aim Six: Organizational Development and sustainability strengthened.

To accomplish these strategic aims, ZLSC will make use of diverse strategies. These strategies comprises of ways, means and tactics that will be used to help achieve the intended objectives. Such strategies will include, but not limited to, the following:

- (a). Establish and strengthen good working relations with Members of Parliament, House of Representatives, Zanzibar Law Review Commission (ZLRC) the Judiciary and the Revolutionary Government of Zanzibar (RGZ) at all levels;
- (b). Develop and maintain good working relations with the media and Civil Society Organisations (CSOs) networks like Association of Non- Governmental Organization of Zanzibar (ANGOZA), Southern Africa Legal Assistance Network (SALAN) and East Africa Civil Society Organisations Forum (EACSOFF);
- (c). Establish good working relations with law enforcement agencies;
- (d). Broaden the constituency to amplify voice and inculcate resilience for influencing policy and practice;
- (e). Invite suitable persons to serve as Associates of the Centre;
- (f). Capitalize upon Information Communication Technology to enhance efficiency and effectiveness in advocacy and service delivery at large;
- (g). Establish and strengthen relations with law enforcement agencies, academic and research institutions; and
- (g). Develop, regularly update and capitalize upon a diary of strategic events at local, regional and international levels.

The main beneficiaries of ZLSC's work and efforts will include poor women, children, the elderly and people with disability. The Board of Trustees will provide overall organizational oversight role for quality programme delivery and accountability. The Executive Director will be responsible for overall coordination and management of the organization and its programme. The Centre will develop and operationalise a user-friendly monitoring and evaluation with explicit annual targets for adaptive management and quality results. Over the five year period 2013-2017, ZLSC will require a total of Tshs. 11,008,350,388/- (USD \$ 6,880,219)

1.0 INTRODUCTION

This document presents a skeleton of a five-year strategic plan of the Zanzibar Legal Services Centre for the period 2013-2017. It is a programming framework highlighting the organizational new direction and priorities. The formulation of this strategy was informed by relevant global, regional and national policy and legal frameworks. The strategy was also informed by the ZLSC's holistic evaluation as well as programming and management experience of ZLSC in promoting access to justice among the poor, marginalised and vulnerable in Zanzibar.

Zanzibar Legal Services Centre (ZLSC) is a non-governmental, independent and non-profit making organization established to promote access to justice and advocacy for the respect and observance of human rights, popularization of the knowledge of law and production of publications in all areas of legal concern to the people of Zanzibar. The Centre was formerly registered as a Trust under the Land (Perpetual Successions) Decree of Zanzibar in May, 1992, but later it acquired a Certificate of Compliance under the Societies Act, 1995 (Act No. 6 of 1995).

2.0 MANDATE AND SCOPE OF ZANZIBAR LEGAL SERVICES CENTRE

The core objectives of the Zanzibar Legal Services Centre as well as its vision and mission summarize the organisation's mandate and scope of its work. The objectives for which the organization was established are as follows:

- (a). To render legal aid, legal assistance and other legal services to the public, especially to the vulnerable and disadvantaged section of the community;
- (b). To promote and advocate for the respect and observance of human rights, rule of law, democratic principles and the culture of peace and tolerance;
- (c). To provide legal and human rights education to the public in order to raise people's awareness of their basic rights and responsibilities;
- (d). To conduct, coordinate or commission research on legal issues, and carry out consultancies within the relevant to the mandate of the Centre;
- (e). To organize educational and scientific programmes for the purpose of training individuals and groups which are identified as being most likely to benefit from a focused and intensive communication of research result; and
- (f). To assist other institution and individuals whose objectives are charitable in nature within the meaning of "charity" as ascribed to it in the laws of Zanzibar.

ZLSC is guided by its vision and mission as indicated below:

Vision

Rights and Access to Justice for all.

Mission

Zanzibar Legal Services Centre is a non-partisan, non-profit organization dedicated to raising people's awareness, promoting human rights and good governance.

3.0 SITUATION ANALYSIS

3.1 External Context Analysis

3.1.1 Political and Development Landscape in Zanzibar

Political situation in Zanzibar is stable following the formation of the Government of National Unity (GNU) after the 2010 General Elections. The formation of the GNU was provided for by the 10th Amendment to the Zanzibar Constitution of 1984 effected in August, 2010. Before this came into being, Zanzibar used to be characterized by internal mistrust and weak social fabric due to prevalent political divide between the then ruling *Chama Cha Mapinduzi* (CCM) and the main opposition political party - Civic United Front (CUF). The Government of National Unity has restored peace and tranquillity in the Isles creating a favourable environment for national development.

The development process in Zanzibar is guided by the Second Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP) popularly referred in its Kiswahili acronym as MKUZA II (*Mpango wa Kukuza Uchumi na Kupunguza Umaskini*) offers recommendations on how different stakeholders - the Government, Private Sector, Civil Society Organisations and community at large can engage their actions and approaches to significantly enhance good governance, among others. This implies that Civil Society Organisations (CSOs) like Zanzibar Legal Service Centre has a role to play in a bid to promote good and democratic governance in Zanzibar.

3.1.2 Legal Framework and Access to Justice in Zanzibar

The legal system in Zanzibar is weak and inaccessible to the majority of the people of Zanzibar. Efforts to initiate reforms have been underway for a long-time but has so far have not achieved much. The majority of people in Zanzibar are not aware of legal and human rights. Lack of public awareness has fuelled human rights violations in Zanzibar and allowed a culture of impunity to prevail. Legal and human rights situation in Zanzibar is of crucial importance. A democratic legal system and strict observance of human rights norms would go a long way in meeting the development challenges that face the country.

Zanzibar has its own Constitution i.e. the Constitution of Zanzibar of 1984 apart from that of United Republic of Tanzania of 1977. The Constitution of Zanzibar outlines the following:

- (i). A Bill of Rights as provided under Chapter Three of the Constitution. Examples of such rights are: the right to life, right to work, and freedom of expression, etc
- (ii). The structure of the Revolutionary Government of Zanzibar with three organs, namely the Zanzibar House of Representatives, Judiciary and the Executive.

As explained in Administrative Law, each of these organs has its own area of competence and responsibilities and no organ is allowed to interfere with another. This is due to the principle of separation of powers, which is also outlined in the constitution. Not only that but also the Zanzibar Constitution provides for good governance ideals. There is a clear political will in Zanzibar for promoting good governance. The establishment of a specific Ministry responsible for good governance and the permitting of the Commission for Human Rights

and Good Governance (CHRAGG) which is established under the Union Constitution of 1977 to operate freely in the isles attests to this fact. This state of affairs creates an opportunity for CSOs to engage with the government in the promotion of good governance in Zanzibar.

Poverty is a big problem in many societies. Studies have shown that there is high rate of legal and human rights violations in societies, which are related to poverty. In these societies, people's access to justice is limited. In many developing countries, including Zanzibar, poor people face difficulties to access their rights before the courts of law. This is because Justice has been reduced to a commodity – sold like any other in the open market. Ordinary people, especially the poor, marginalised and vulnerable in the urban centres and the majority of those in rural areas have to part with something so as to secure their constitutional rights. Ignorance, on the other hand, bars poor women and men in Zanzibar from accessing their basic rights as enshrined in the Constitution. Costs involved in the institution and running of cases are high and this has been cited as major obstacles towards the poor people's access to justice. Training and equipping community-based paralegals to provide legal aid services to the poor people who are unable to pay for legal services of advocates is one of the strategies used by CSOs to enhance marginalised people's access to justice in Zanzibar.

However, despite their significant role in helping the poor who have to struggle against laws and practices that unreasonably limit people's fundamental rights, paralegals are not officially and legally recognized by the government. There are no specific legal and regulatory frameworks to allow smooth operations of paralegals. Most of the paralegals operate under difficult environment due to absence of laws to recognize their noble duties. The paralegals are not allowed to represent people even in Primary Courts and Kadhi's Courts, where the law does not allow advocates.

The current legal education provided by institutions of higher learning – including Universities, place greater emphasis on training professional lawyers who will eventually join the public and private sector and practice. The few lawyers admitted into the Roll and thus practising as advocates in private practice in Unguja and Pemba are very expensive and thus their services are beyond the reach of the majority poor people in both rural and urban areas. As a result, the majority of Zanzibaris are not able to pay for advocates' services. This explains why they always rush to paralegal services because they are cheaper.

As paralegals play a very important role in promotion and realization of access to justice among the indigent, there is need to equip them with both theoretical and practical knowledge and skills by designing and conducting tailored training on legal and human rights. With this level of legal knowledge, it is easier to make a case to the Chief Justice of Zanzibar, who is the keeper of the Roll, to admit them to practice as *Vakils*, who under the law are allowed to represent clients and argue cases before Primary Courts and Kadhi's Courts in Zanzibar.

3.1.3 Inadequate Awareness of Legal and Human Rights among People in Zanzibar

The majority of men, women and children in Zanzibar are not aware of their legal and human rights. Ignorance of human rights makes them vulnerable and thus they continue to suffer from violation of their rights. The situation is made worse by the fact the majority of violators of such rights are also ignorant of human rights and thus can hardly appreciate the impact of their behaviour. Experience has revealed that most women and children whose rights are violated do not know precisely what steps to take when their rights are violated. This implies that there is a great need for organisations like ZLSC human rights awareness of the general public in order to safeguard legal and human rights in Zanzibar.

3.1.4 Gender Based Violence

According to the 1993 United Nations Declaration on the Elimination of Violence against Women, Gender Based Violence (GBV) is defined as any violence that may result or likely to result in physical, sexual or psychological harm or suffering to women, whether in public or private. GBV entails sexual abuse, battery, rape, sexual harassment at work and trafficking in women.

The consequences of abuse are profound, extending beyond the health and happiness of individuals to affect the well-being of entire communities. GBV violence drains the strength of the people and undermines the development of micro and macroeconomic systems. The negative consequences of GBV reach into the development agenda as domestic violence impedes the efficiency and effectiveness of all development efforts. Tanzania supports the United Nations Declaration on the Rights to Development that characterises as a human right of individual, the right to participate in decisions that affect them and to develop economic self-sufficiency. GBV impedes full participation by women in exercising this right and the opportunity to access to resources for economic development and to receive fair distribution of the benefit of development.

Eradicating GBV is a complicated and protracted battle because it is associated with patriarchal and cultural beliefs. One common plight is that of widows where the inheritance traditions impede their right to acquisition of matrimonial assets and resources of the family after the death of the husband. A patriarchal relation that underpins the socio-cultural sphere largely determines and supports the male bias in allocation of resources at the family, household and community level. Moreover, gender disparities and patriarchal institutions circumscribe the extent of men's licence to use violence against their partners. This means that there is a need to consider addressing GBV in order to protect women's rights.

3.1.5 Gender, HIV/AIDS and Discrimination

Research has established that although Tanzania has ratified most of the international human rights instruments gender discrimination still persists in both Tanzania Mainland and Zanzibar. Discrimination against women renders women unable to access and control resources as much as men do.

Gender is a developmental issue in that the existing gender imbalances and inequalities in the society prevent the society from realizing its full potential in all the activities of development in economic, social, and political dimensions. Millennium Development Goal 3 focuses on promoting gender equality and empowerment of women. Tanzania like many other developing countries is striving to address gender inequality in society. The main objectives of its Vision 2020 include; achieving quality and good life for all; good governance and the rule of law and building a strong and resilience economy capable of effectively withstanding global competition.

Good governance entails among other things active participation of both women and men in decision-making processes and determination of their destiny. Experience has shown that women are marginalised particularly in the access to and control over resources. There is gender disparity in regard to income and participation in the political processes. There are a number of factors that account for this state of affairs. These include: deep rooted patriarchy

system that perpetuates male dominance over women and inadequate community awareness on gender issues. Thus there is a need to mainstream gender in development process and thus contribute to the reduction of gender inequality in society. This implies that Civil Society Organisations like ZLSC needs to consider addressing this development challenge to contribute meaningfully to sustainable development.

HIV/AIDS pandemic is one of the key development challenges in Zanzibar. Increasingly, HIV/AIDS is having a direct and indirect impact on business. Enterprises suffer not only from the human cost to the workforce but also in terms of losses in profits and productivity. Reduction in productivity is attributed to employee absenteeism, inefficiency and death.

ZLSC needs to start taking a more active role in sharing knowledge and skills, documenting and sharing best practices to help address such issues as stigma and discrimination. Working with institutions with comparative and competitive advantage is key. This means that ZLSC needs to establish and strengthen strategic partnership with Zanzibar Aids Commission (ZAC) and Zanzibar Aids Control Programme (ZACP), NGOs and other key actors dealing with the scourge.

3.1.6 Lack of Recognition of Paralegals and their Role in Promoting Access to Justice in Zanzibar

One of ways to ensure access to justice by poor, marginalised and vulnerable has been to train individuals at grassroots in order to provide “first legal aid” at the community level. This move is geared toward enhancing access to justice by the poor due to critical shortage of qualified lawyers. This is done through training of para-professionals called Paralegals.

The Paralegals work on a range of cases. These vary from advice giving, statement taking, drafting simple court papers and assist clients in negotiation and reconciliation. The main role of Paralegals includes dealing with simple cases brought to them by their fellow citizens. Besides, the Paralegals provide community education, information and awareness. They are also trained to undertake community mobilization for action, advocacy and lobbying, conflict resolution and peace building.

Notwithstanding all what the Paralegals have been doing in Zanzibar, still they are not institutionalized in the national legal system by being officially recognized under the law. In order for access to justice to flourish on the isles it is important to maximize the utilization of the initiatives such as Paralegals. Zanzibar should learn from its African counterparts such as South Africa and Malawi where official recognition of Paralegals has enhanced access to justice by poor and particularly in the criminal justice system. This implies that ZLSC needs to devise innovative strategies to advocate for recognition in the Zanzibar legal framework.

3.2 Internal Context Analysis

Participatory and concurrent application of organizational capacity assessment and Strengths, Weaknesses and Threat (SWOT) tools established the following results on internal organizational context:

Table 1: Result of Internal Context Analysis:

KEY CAPACITY AREA	STRENGTHS	WEAKNESSES
Governance	<ul style="list-style-type: none"> • Strong, Committed and multidisciplinary Board. • Regular Board Meetings held. • Board plays an advisory and oversight role efficiently and effectively. 	<ul style="list-style-type: none"> • The Board does not have a member with expertise in Financial Management. • Board succession planning does not exist • There is a very thin line between the Governance role of the Board and the that of Management- this could amount to micro-management
Management Practice	<ul style="list-style-type: none"> • Programme management is guided by explicit plans and related tools. • Monitoring feeds into decision making processes. 	<ul style="list-style-type: none"> • Limited, lobbying and advocacy skills. • Limited monitoring and evaluation skills. • Limited cycle programme management skills
Systems and Structure	<ul style="list-style-type: none"> • Finance and Human Resource Management Policies exist and are operational. • The structure allows for segregation of duties. 	<ul style="list-style-type: none"> • Inadequate material management policy. • Lack of policies on: conflict of interest; Gender; <p>Some of the policies including a Finance Management Policy is still in draft form- not yet finalised</p>
Human Resources	<ul style="list-style-type: none"> • Experienced and committed personnel. • Regular staff meetings held. • Performance appraisals conducted. 	<ul style="list-style-type: none"> • Lack of career development policy. • Lack of workplace HIV and AIDS policy.
External Relations	<ul style="list-style-type: none"> • Good public standing with cordial relation with different stakeholders with and outside Zanzibar. • ZLSC partners in various projects with some of the prominent groups both on the Mainland and in Zanzibar. These include Zanzibar Law Society (ZLS), Zanzibar Indian Ocean Research Institute 	<ul style="list-style-type: none"> • Inadequate utilization of media for publicity.

	<p>(ZIORI), Zanzibar Female Lawyers Association (ZAFELA), and Legal and Human Rights Centre (LHRC).</p> <ul style="list-style-type: none"> • Highly respected among CSOs in Eastern and Southern African regions. - ZLSC is a member of Southern Africa Legal Assistance Network (SALAN) and currently chairs the East Africa Civil Society Organisations Forum (EACSO). 	
Sustainability	<ul style="list-style-type: none"> • Wide network of community-based paralegals. • Good institutional memory. 	<ul style="list-style-type: none"> • Lack of policy for institutional sustainability. • Narrow funding base. • Limited fundraising skills. • Leadership succession planning is not explicit

Opportunities and Threats to ZLSC

Opportunities	Threats
<ul style="list-style-type: none"> • Conducive policy and legal framework for smooth functioning of non-state actors including Civil Society Organizations. • Existing political will of the Revolutionary Government of Zanzibar to good and democratic governance. • Development Framework under the auspices of MKUZA II allows for exercising of ZLSC’s mandate. • Ratified international human rights instruments. 	<ul style="list-style-type: none"> • Growing inflation rate. • Frequent power outage/blackout. • World economic meltdown. • Lack of a permanent home.

3.3 Some Achievements of ZLSC

Since its establishment some 19 years ago ZLSC has made an immense contribution to increased access to justice among poor, marginalized and vulnerable people in Zanzibar. The organization has registered a number of achievements, including but not limited to the following:

- To date, Zanzibar Legal Service Centre has provided legal aid services to hundreds of poor people in Zanzibar both male and females. In the past five years, the Centre has served a total of 65,031 legal aid clients, among them 29,216 clients realized their property rights.
- ZLSC has facilitated training to 60 grassroots community members to serve as paralegals providing legal advisory services to fellow community members covering all constituencies of Zanzibar. These paralegals have been very instrumental in raising community awareness on legal and human rights.
- The Centre has also trained a number of Paralegals from the Special Forces of the Revolutionary Government of Zanzibar including Prisons, *Valantia*, *Kikosi Maalum cha Kuzuia Magendo* – KMKM, the Fire Brigade, and *Jeshi la Kujenga Uchumi* – JKU; and also from the Judiciary (Court Clerks and Primary Court Magistrates) and some Police Officers.
- The Centre has contributed significantly to raising public awareness and community capacity building on legal literacy and human rights.
- ZLSC has produced and widely disseminated awareness raising and legal literacy materials including the Paralegal Training Manual.
- The organization has established and runs a resource centre and maintains a vibrant website.
- ZLSC has established good working relation with research and higher learning institutions locally, nationally, regionally and internationally.
- The organization has pursued strategic litigation to challenge selected laws in Zanzibar.
- ZLSC has been instrumental in advocating for formal recognition and inclusion of Paralegals in the legal regime and administration of justice in Zanzibar.
- ZLSC has established and strengthened strategic networking locally, nationally, regionally and internationally.
- The organization has recruited and retained a qualified, experienced, passionate and productive workforce for better performance.
- ZLSC has established good working relation with law enforcement agencies, the Judiciary, House of Representatives, and the Executive in Zanzibar.
- The organization has secured and maintains some basic and modest working equipment, tools and gadgets for efficient and successful programme delivery.

4.0 STRATEGIC DIRECTION AND FOCUS

The new Strategic Plan for the period 2013-2017 shifts the organization direction and focus from activity based programming to Result-Based Management. Over the coming years, ZLSC will direct its efforts towards maximizing its outcomes and impact on legal landscape for realization of rights and access to justice for all. Participatory review of the organisation's mandate and scope of its work coupled with analysis of both external and internal environments led to coming up with the following five key result areas.

4.1 Provision of Legal Aid to the Indigent

ZLSC will, over the five year period, continue enhancing access to justice among the poor and vulnerable in Zanzibar. The organization will build on her notable experience in delivering legal aid as means to contribute to access to justice and at the same time collect evidence to inform advocacy initiatives geared toward bringing about desirable changes to laws and policies in a bid to promote and protect women's and children's rights in Tanzania.

ZLSC has over the past few years been promoting access to legal aid through training of selected community members willing to serve as volunteers in providing legal aid services to fellow community members. Experience has revealed that paralegals play a significant role in ensuring that the poor and marginalized community members can easily access legal aid services within their reach.

Realising their significant contribution to access to justice in Zanzibar, ZLSC will continue training and engaging new paralegal as well as facilitating the establishment and strengthening of paralegal CBOs in a bid to enhance access to justice and promotion and observance of human rights among of the poor and marginalized sections of society in Zanzibar. Deliberate efforts will be made to facilitate organizational development interventions such as organizational capacity assessments, strategic planning, resource mobilization support and related organization development services for institutional health and sustainability.

4.2 Public Engagement in Constitution and Policy Making and Implementation

The Government of the United Republic of Tanzania has started the process toward having a new constitution by 2014. Experience has revealed that all the past Constitutions were made without adequate popular participation. The current Constitution leaves much to be desired. In order to make the new Constitution people-centred communities and all other stakeholders need to actively participate at all stages. ZLSC intends to facilitate active civil society participation in the Constitution making processes.

The Centre has noted that the civil society in Zanzibar has not been participating adequately in policy and constitutional processes. To address this inadequacy, the Centre has initiated a close working relationship with other civil society organisations on the isles. These actors include Zanzibar Indian Ocean Research Institution (ZIORI), Zanzibar Female Lawyers Association (ZAFELA), Zanzibar Law Society (ZLS), and Waandishi wa Habari za Maendeleo ya Zanzibar (WAHAMAZA). The Network established by these organisations aim at facilitating a meaningful contribution to the on-going constitutional debate in Tanzania. The coming five years are important for the future of the country as people discuss their future constitutional dispensation. In addition, the network intends to embark on

facilitating effective participation of civil society organisations in policy formulation as well as in policy implementation and monitoring for poverty reduction in Tanzania.

4.3 Research, Human Rights Monitoring and Advocacy

The Centre will undertake action research to inform advocacy processes. Media monitoring and review will be an integral part of context monitoring and this will partly serve as a bedrock for action research to concretize data and information to inform advocacy for legal and human rights.

The Centre, in collaboration with the media in Zanzibar, will also initiate investigative journalism with the aim of getting into the depth of various cases of human rights violations which are not being taken up by the authorities.

ZLSC will network and collaborate with strategic partners and allies at local, national, regional and international levels. This will be carried out to generate momentum for policy and legislative changes in Zanzibar and at the same time enhance cross learning and share information to add value to institutional development and programme performance.

The organization will develop and regularly update a database of like minded organisations and seek to involve other actors and participate in strategic causes to influence policy and practice at various levels. To that end, the organization will identify and capitalize upon influencing opportunities at village, street, district, regional, national, regional and international levels. The organization will identify and prioritize key stakeholders and partners to network with and proactively engage with them in emerging opportunities at various levels for information sharing, learning and influencing.

4.4 Promotion and Protection of the Rights of Vulnerable and Marginalized Groups

ZLSC will make deliberate efforts to promote the rights of vulnerable and marginalized groups. Specifically the organization will advocate for the rights of people with disability, the elderly, people living with HIV/AIDs, women and children. The Centre will devise and implement diverse innovative ways to advance their rights.

4.5 Civic and Voter Education

ZLSC will make deliberate effort to provide quality civic, legal and human rights education and awareness of the general public. The organisation intends to provide quality, emancipatory and participatory legal literacy and human rights awareness with a view to empowering the poor and marginalized section of society to define and defend their rights, increasing their control over their rights, participating in elaboration of laws that affect their lives and take part in decision making processes.

4.6 Organizational Development and Sustainability

To successfully accomplish programmatic goals and objectives, the organization needs to develop and sustain the internal capacity to deliver on its programme. ZLSC will give due attention to holistic organizational development so as to improve her performance, effectiveness and sustainability. To that end the organization will operationalise the new organization structure as set up during the strategic planning process.

Deliberate efforts will be made to strengthen overall institutional governance, programme cycle management, resource mobilization and stewardship. The organization will strive to develop and improve organizational culture and team working for quality programme work. Policies and procedures will be reviewed to guide decision making and smooth function of the organization. To ensure quality and timely delivery on the programme and overall institutional performance, the organization will design and operationalise a user-friendly Monitoring and Evaluation system.

5.0 STRATEGIC AIMS, OBJECTIVES, STRATEGIES AND KEY ACTIVITIES

Strategic focus and direction of the organization has provided a foundation for the development and definition of pragmatic aims and intended deliverables during the lifespan of this strategy. ZLSC intends over the coming five years 2013-2017 to accomplish the following strategic aims, Objectives and strategies:

5.1 Strategic Aims

Strategic Aim One: Quality and Timely legal aid services to the indigent provided.

Strategic Aim Two: Public engagement in constitution and law making processes enhanced.

Strategic Aim Three: Comprehensive research, publication and documentation undertaken.

Strategic Aim Four: Human rights of marginalized groups promoted and protected enhanced.

Strategic Aim Five: Demand driven civic and legal education of the general public enhanced.

Strategic Aim Six: Organizational Development and sustainability strengthened.

5.2 Strategic Objectives/Outputs

To accomplish the above strategic aims requires achievement of specific strategic objectives or outputs or deliverables. ZLSC will, under each strategic aim seek to achieve the following strategic objectives:

Strategic Objectives for Aim One: Quality and Timely legal aid services to the indigent provided

Output 1.1: Standard legal aid services for poor and marginalized people provided

Activities for Output 1.1

1.1.1. Provision of legal aid and assistance

1.1.2. Draft and attest legal documents for the clients

1.1.3. Develop a standard guideline for provision of legal aid

1.1.4. Guide clients for self-court representations, follow up and document proceedings of court cases

- 1.1.5. Represent clients to courts for strategic and public interest cases
- 1.1.6. Prepare and publish legal aid educational materials
- 1.1.7. Conduct annual clients' satisfaction survey for improved service delivery

Output 1.2: Paralegals aid services strengthened

Activities for Output 1.2

- 1.2.1 Recruit and orient 70 new Paralegals
- 1.2.2 Maintain all First and Second year Paralegals who work and represent the Centre in Zanzibar communities
- 1.2.3 Advocacy for official Paralegals recognition in Zanzibar
- 1.2.4 Develop and review Paralegal manual
- 1.2.5 Conduct monthly Paralegal training
- 1.2.6 Prepare and Publish Paralegal basic reference
- 1.2.7 Refresher program for the existing Paralegals
- 1.2.8 Conduct awareness raising seminars to Shehas (local leaders) and Counselors (literally known as Madiwani in Kiswahili) on the role of Paralegals
- 1.2.9 Conduct Annual Paralegal Symposium

Strategic Objectives for Aim Two: Public engagement in Constitution and law-making processes enhanced

Output 2.1: Community participation in constitution and law making process enhanced

Activities for 2.1

- 2.1.1. Prepare posters and related information materials for community awareness raising on the need for community participation in constitution and law making process
- 2.1.2. Identify and Train 60 influential community and religious leaders for TOT training in constitution and law making process
- 2.1.3. Conduct semi- annual meetings for influential and religious leaders for experience sharing and documenting success stories
- 2.1.4. Procure and disseminate copies of the draft Constitution from 2013- 2014(Procure and disseminate copies of the New Constitution 2015)
- 2.1.5. Prepare and air Radio and Television programs on constitution and law making process
- 2.1.6. Conduct district-based dialogues on constitution and law making process in Unguja and Pemba islands
- 2.1.7. Conduct 10 sensitization meetings to communities on the Constitutional Councils (Mabaraza ya Katiba) roles and responsibilities

Output 2.2: Advocacy for Legal Reform and Good Governance Undertaken

Activities for Output 2:2

- 2.2.1. Conduct legal research to identify laws impeding good governance
- 2.2.2. Publish research findings on the laws impeding good governance
- 2.2.3. Conduct stakeholders' workshop to disseminate research findings
- 2.2.4. Prepare press releases and conduct press conferences for advocacy

2.2.5. Conduct 2 Legal Reform and Good Governance national dialogues on laws impeding good governance

2.2.6. Attend strategic advocacy meetings locally, regionally and internationally

Strategic Objectives for Aim Three: Research, publication and documentation on issues of legal and human rights undertaken

Output 3.1: Action research that informs advocacy on legal and human rights undertaken

Activities for Output 3.1

3.1.1. Conduct stakeholders meeting to identify and prioritize research agenda

3.1.2. Conduct advocacy oriented research

3.1.3. Publish research findings

3.1.4. Conduct stakeholders' workshop to disseminate research findings

3.1.5. Prepare fact sheets for advocacy

3.1.6. Prepare and publish small booklets on various areas of law for public consumption.

Output 3.2: User Friendly Resources Centre Strengthened

Activities for Output 3.2

3.2.1. Conduct stakeholder meetings to determine priority information needs

3.2.2. Procure and maintain Desk top computers for the two resource Centers

3.2.3. Procure New and subscribe to useful publications

3.2.4. Procure, install and maintain software for a user-friendly resource centre

3.2.5. Redesign and update a website for ZLSC

3.2.6. Produce newsletters, calendars, diaries, brochures etc

3.2.7. Prepare and publish Zanzibar Yearbook of Law

3.2.8. Launching and disseminate of Zanzibar YearBook of Law

3.2.9. Prepare Radio and TV programs

Strategic Objectives for Aim Four: Human rights of marginalized groups promoted and protected

Output 4.1: Rights of women, children, the elderly, people with disability and People Living With HIV/AIDS (PLWHA) promoted and protected

Activities for Output 4.1:

4.1.1. Conduct comprehensive study on the rights of all vulnerable and marginalized groups

4.1.2. Support and or undertake strategic litigation for cases involving Vulnerable and marginalized groups as p Conduct fact finding missions to monitor human rights violation art of public interest litigation of the Centre

4.1.3. Prepare press releases and conduct press conferences on the rights of vulnerable and marginalized groups

Output 4.2: Human Rights awareness and monitoring in Zanzibar enhanced

Activities for Output 4.2

- 4.2.1. Conduct awareness raising seminars on human rights for law enforcement agencies
- 4.2.2. Conduct annual consultative workshop with the Commission for Human Rights and Good Governance and law enforcement agencies on human rights
- 4.2.3. Conduct quarterly visits to Human Rights Commission and Law enforcement agencies in Unguja and Pemba
- 4.2.4. Train 250 Secondary School Civics Teachers on Human Rights
- 4.2.5. Conduct annual human rights situation survey in Zanzibar
- 4.2.6. Conduct review/editing meetings of the draft Human Rights Report
- 4.2.7. Publish a joint annual human rights survey report for both Zanzibar and Mainland
- 4.2.8. Launching and dissemination of the annual human rights report

Output 4.3: Capacity of CSO's addressing the rights of poor, marginalized and vulnerable groups strengthened.

Activities for Output 4.3

- 4.3.1. Facilitate the strengthening/improvement of rights based CSOs for marginalized groups
- 4.3.2. Conduct capacity needs assessment for rights-based CSOs
- 4.3.3. Conduct demand driven capacity building training of CSOs
- 4.3.4. Conduct annual festival for marginalized groups to advocate their rights
- 4.3.5. Prepare and publish advocacy booklets on the rights of marginalized groups

Strategic Objectives for Aim Five: Demand driven civic and voter education among the general public enhanced

Output 5.1: Civic and Voter literacy of the general public in Zanzibar improved

Activities for Output 5.1

- 5.1.1. Identify potential trainers for Civic and Voter education
- 5.1.2. Conduct Training of Trainers (TOTs) on Civic and Voter education
- 5.1.3. Develop, publish and disseminate user-friendly Civic and Voter education materials.
- 5.1.4. Develop spot messages for Radio and TV on Civic Education
- 5.1.5. Produce and disseminate IEC materials

Output 5.2: Knowledge and Skills of Secondary School teachers on Civics and Legal Education improved.

Activities for Output 5.2

- 5.2.1. Conduct annual consultative workshop for teachers of Civics and legal education
- 5.2.2. Conduct Training of Trainers (TOT) workshop on Civics and legal education
- 5.2.3. Provide support to TOTs to conduct in-house training on civics and legal education

Strategic Objectives for Aim Six: Organizational development and sustainability of ZLSC enhanced

Output 6.1: Human Resource capacity enhanced

Activities for Output 6.1

- 6.1.1. . Review job descriptions to align with the new strategic plan
- 6.1.2. Recruit qualified, competent and experienced staff
- 6.1.3. Conduct staff Training Needs Assessment
- 6.1.4. Provide support to attend demand driven trainings
- 6.1.5. Carry out staff performance appraisals meetings
- 6.1.6. Review, edit and print ZLSC Staff Regulations

Output 6.2: Adequate resources for smooth operations of Zanzibar Legal Services Centre acquired and maintained

Activities for Output 6.2

- 6.2.1. Develop, operationalize and update materials management policy
- 6.2.2. Procure and Maintain vehicle, computers, internet facility and related office equipment
- 6.2.3. Procure/construct and maintain modern office premises for Zanzibar Legal Services Centre
- 6.2.4. Conduct staff orientation training/orientation on proper resources stewardship/handling
- 6.2.5. Develop and operationalize insurance policy
- 6.2.6. Develop and review operational manuals (Financial , Human Resources, ICT and Procurement)

Output 6.3: Governance of ZLSC Strengthened

Activities for Output 6.3

- 6.3.1. Translate and distribute the ZLSC Constitution
- 6.3.2. Conduct training needs assessment for Board Members
- 6.3.3. Conduct demand driven training to board members
- 6.3.4. Conduct Ordinary and Extra- ordinary Board Meetings
- 6.3.5. Develop and implement Board Policy Manual
- 6.3.6. Conduct demand driven training to Management Committee
- 6.3.7. Conduct ordinary and extraordinary Management Committee meetings

Output 6.4: Revenue Base of ZLSC broadened and sustained

Activities for Output 6.4

- 6.4.1. Prepare project and program proposals and submit them to strategic development partners
- 6.4.2. Conduct round table Annual Review Meeting (ARM) with Development Partners

- 6.4.3. Negotiate and agree with the Development Partners on Management fee for projects and program
- 6.4.4. Develop and implement institutional sustainability policy
- 6.4.5. Establish and run an Endowment Fund for institutional sustainability

Output 6.5: Monitoring, Evaluation and Quality Assurance of ZLSC Strengthened

Activities for Output 6.5

- 6.5.1. Design and operationalize a user-friendly Monitoring and Evaluation System
- 6.5.2. Conduct training for staff on Monitoring and Evaluation and Result-Based Management
- 6.5.3. Prepare monthly, quarterly, semi-annual and annual narrative and financial reports
- 6.5.4. Conduct a comprehensive baseline survey for monitoring of the new strategy
- 6.5.5. Conduct biannual monitoring visits to program sites
- 6.5.6. Conduct end of strategy holistic evaluation
- 6.5.7. Conduct mid-term holistic evaluation t quarterly review meetings
- 6.5.8. Conduct annual audit of book of accounts

5.3 Strategies

To accomplish these strategic aims, ZLSC will make use of diverse strategies. These comprises ways, means and tactics that will be used to help achieve the intended objectives. Such strategies will include, but not limited to, the following:

- Establish and strengthen good working relations with Members of Parliament, House of Representatives, Zanzibar Law Review Commission (ZLRC) the Judiciary and the government at all levels.
- Develop and maintain good working relations with the media and Civil Society Organisations (CSOs) networks like Association of Non- Governmental Organization of Zanzibar (ANGOZA), Zanzibar Law Society (ZLS), Zanzibar Female Lawyers Association (ZAFELA), Legal and Human Rights Centre (LHRC), Southern Africa Legal Aid Network (SALAN) and East African Civil Society Organisations Forum (EACSOFF).
- Establish good working relations with law enforcement agencies.
- Broaden the constituency to amplify voice and inculcate resilience for influencing policy and practice.
- Identify and capitalize upon an emerging corporate social responsibility window for resource mobilization.
- Invite Associates of the Centre to participate in its activities in order to expand and widen the knowledge base of the Centre.
- Capitalize upon Information Communication Technology (ICT) to enhance efficiency and effectiveness in advocacy and service delivery at large.
- Establish and strengthen relations with law enforcement agencies, academic and research institutions.

- Develop, regularly update and capitalize upon a diary of strategic events at local, regional and international levels.

Programme Implementation and management approach

ZLSC will adopt a participatory approach at all stages of the programme cycle. Programme planning, implementation and management will be done by actively involving all key stakeholders. For example, selection of people to be trained as Paralegals will involve the local level government leaders, the *Shehas*. The organisation will build in sustainability elements to ensure that the programme benefits are sustained.

6.0 PROGRAMME FOCUS AND BENEFICIARIES

The main beneficiaries of the services and work of Zanzibar Legal Service Centre are the poor, marginalised and vulnerable people in Zanzibar. The other beneficiaries will include law enforcement agencies. As the Centre will also embark on providing human rights awareness and education as well as advocacy for human rights sensitive legal framework, its outcomes will benefit the general public of Zanzibar.

7.0 PROGRAMME IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

The Board of Trustees will be the supreme body responsive for overall governance of the Zanzibar Legal Service Centre. This body will be responsible for policy making and providing advisory and oversight role to the Management. The Chairperson of the Board will devote time to adequately provide technical backstopping to Management for quality assurance. The Executive Director of the ZLSC will head the Management and will be responsible for overall coordination and management of the organization and its programme. The Co-ordinator of the Centre in Pemba will assist the Executive Director in managing the programme in Pemba.

Reporting to the Executive Director, the Programme Coordinators will be directly responsible for coordination, management and supervision of respective programme components. The Finance and Administration Co-ordinator will take care of the financial management functions for effective programme and organisational performance.

The Executive Director, Programme Coordinators, the Finance and Administration Officer and the Accountant will constitute the Management Team. The Coordinators and the Accountant under the guidance of the Executive Director will prepare the narrative and financial progress reports and such reports will be reviewed during the Management Meetings and shared with the Development Partners and the stakeholders.

The quarterly technical meeting will review quarterly plans and progress and the reports of which will feed into the Quarterly Board Meetings which will be convened at least once every three months. The Board of Trustees will be responsible for policy making and the oversight of the organization and its programme. The Executive Director will be the Secretary to the Board.

8.0 RISKS AND ASSUMPTIONS

Successful strategy implementation and management requires, among other things, conducive operating environment. Factors outside the control of ZLSC may impact upon its performance and overall effectiveness. Such factors or assumptions will be monitored for

proactive and adaptive organizational and programme cycle management and enhance communication among key stakeholders. To accomplish the organization's aims and objectives, a number of risks and assumptions need to prevail. Such assumptions include but not limited to the following:

- Zanzibar will continue being politically stable.
- Judiciary independence prevails.
- The government remain committed to democratic governance principles.
- Policy and legal framework remains conducive for the work of civil society organizations in Zanzibar and Tanzania in general.
- Tanzania will continue honouring the regional and international commitments to promotion and observance of human rights.
- Local Government Authorities, policy and law makers and decision makers will cooperate with ZLSC and other CSOs in influencing policy and practice changes for realization and protection of legal and human rights.
- Development Partners will remain committed to the noble cause of ZLSC in enhancing the access to justice.
- Freedom of expression, opinion and the media will continue prevailing in Zanzibar and Tanzania in general.
- The right to freedom of association and belief currently in place in the country will continue.

9.0 MONITORING AND EVALUATION

ZLSC believes that monitoring and evaluation is an important tool for making informed decisions, adaptive management and institutional learning. Quality assurance, monitoring and evaluation will be one of the key functions to ensure that the organization and its programme is efficiently and effectively managed to the expectations of key stakeholders. ZLSC will set and operationalise standards of performance for both organizational and programme development and management. To that end, the organization will devise and operationalise a user-friendly monitoring and evaluation system. Participatory monitoring and evaluation will be adopted throughout the life of this strategy to inculcate wider institutional learning and broader sense of accountability. At the grassroots or community levels, deliberate efforts will be made to actively involve beneficiaries in the monitoring and evaluation of programmes and projects by facilitating formation of monitoring and evaluation committees.

Monitoring will entail close and regular tracking of progress against organizational development and programmatic plans. Field visits, Meetings, Board and Annual Stakeholders' Meetings will comprise the machinery for quality assurance, monitoring and evaluation. Tools for monitoring and evaluation will include but not limited to the Logical Framework, Work Plans and the Budget. The Centre will prepare annual, semi-annual, and quarterly progress reports to track its holistic performance. Media review will be done continuously to monitor the operating context for institutional and organizational adaptability and improved performance.

Monitoring and evaluation will make use of diverse types of indicators to track progress and changes made at both organizational and programme levels. Such indicators will include, but not limited to quantitative, qualitative, process, outcome and impact indicators. At all time

efforts will be made to establish and track the logical link between inputs, outputs, outcome and impact for institutional and programmatic performance and effectiveness. Internal Controls systems will be strengthened to continue abiding by the International Financial Management and Reporting Standards (IFMRS).

ZLSC will carry out review its baseline data based on this strategic plan for comprehensive monitoring and evaluation. Mid-term (formative) and end-of- strategy (summative) holistic evaluation will be carried out to assess relevance, effectiveness and impact of the ZLSC interventions in pursuing its noble cause. Monitoring and Evaluation will be undertaken for lessons learning, adaptive organizational and programme cycle management. The final strategy evaluation will inform the subsequent strategic planning process and operational planning.

Different reports will be prepared, documented and submitted to different users for management and governance decision making and for accountability purposes. Weekly updates and monthly reports will be prepared and reported by outputs bearers during the weekly meetings and monthly technical meetings. The Executive Director with direct support of the Coordinators and the Monitoring and Evaluation Specialist will prepare narrative and financial quarterly reports and present them at the Quarterly Board Meetings. Annual Reports of the Centre will be shared with the Development Partners. The annual plans and progress reports will be presented and approved by the Board of Trustees.

10.0 RESOURCE REQUIREMENTS

To effectively manage the programme and for organizational development, ZLSC will require human, material and financial resources. This section outlines these resources in brief.

10.1 Human Resources

ZLSC will need to maintain the existing and recruit additional members of staff. Selection and recruitment will base on a rigorous job analysis, thorough job descriptions and job specification. The organisation will strengthen her Pemba office by recruiting a Finance and Administrative Officer. The organization will undertake regular performance appraisals for her staff to enhance programme performance.

To inculcate team spirit, ZLSC will organize staff retreats during which team building exercises and reflection on the organisation's endeavours will be carried out.

10.2 Material Resources

The organization needs material resources to implement programme activities efficiently and effectively. Such material resources include, but not limited to, vehicles, computers, printers, digital camera, overhead projector and power point machines, Flip chart stands, photocopier, binding and lamination machines and stationery.

10.3 Financial Resources and Budget Projection

ZLSC requires financial resources to run the organization and its programme. The organization will need financial resources for both fixed costs and recurrent expenditures for its smooth organisational functioning and implementation of programme activities. Over the

coming five years ZLSC will require the total budget of TZS 8,891,921,870 (USD 5,557,451) to implement this Strategic Plan.

Annex 1: Logical Framework Matrix of ZLSC Five-Year Strategic Plan 2013-2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Goal: Rights and Access to Justice for all contribute to improved living standard of people in Zanzibar.	<ul style="list-style-type: none"> • Level of Citizen satisfaction with the performance of the judiciary. • Ratio of lawyers to population. 	<ul style="list-style-type: none"> • Annual Human Rights Report. • MKUZA monitoring reports. • Other Relevant Reports. 	<ul style="list-style-type: none"> • Judiciary independence prevails. • Rule of Law is maintained.
Strategic Aim 1: Quality and Timely legal aid services to the indigent provided.	<ul style="list-style-type: none"> • Number of people served. • Time taken by legal aid clients to wait for services at legal aid centres. 	<ul style="list-style-type: none"> • Client satisfaction survey reports. • Progress reports. • Field observation. 	<ul style="list-style-type: none"> • Zanzibar remains committed to timely justice for all.
Output 1.1: Standard legal aid services for poor and marginalized people provided.	<ul style="list-style-type: none"> • Number of legal and human rights organization coming to ZLSC for learning mission. • Level of beneficiary satisfaction with the services provided. 	<ul style="list-style-type: none"> • Visitors registers • Customer satisfaction survey report. 	<ul style="list-style-type: none"> • Good governance in the country prevails.
<p>Activities for Output 1.1</p> <p>1.1.1. Provision of legal aid and assistance</p> <p>1.1.2. Draft and attest legal documents for the clients</p> <p>1.1.3. Develop a standard guideline for provision of legal aid</p> <p>1.1.4. Guide clients for self-court representations, follow up and document proceedings of court cases</p> <p>1.1.5. Represent clients to courts for strategic and public interest cases</p>			

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
1.1.6. Prepare and publish legal aid educational materials 1.1.7. Conduct annual clients' satisfaction survey for improved service delivery			
Output 1.2: Paralegals aid services strengthened	<ul style="list-style-type: none"> • Number of paralegals recruited and trained • Number of advocacy meetings held 	<ul style="list-style-type: none"> • Number of Clients served by Paralegals • Activity reports • Minutes of advocacy partnership meetings 	<ul style="list-style-type: none"> • Paralegal services officially recognised.
Activities for 1.2 1.2.1. Recruit and orient 70 new Paralegals 1.2.2. Maintain all First and Second year Paralegals who work and represent the Centre in Zanzibar communities 1.2.3. Advocacy for official Paralegals recognition in Zanzibar 1.2.4. Develop and review Paralegal manual 1.2.5. Conduct monthly Paralegal training 1.2.6. Prepare and Publish Paralegal basic reference 1.2.7. Refresher program for the existing Paralegals 1.2.8. Conduct awareness raising seminars to Shehas (local leaders) and Counselors (literally known as Madiwani in Kiswahili) on the role of Paralegals 1.2.9. Conduct Annual Paralegal Symposium			

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Strategic Aim 2: Public engagement in Constitution and law making process enhanced.	<ul style="list-style-type: none"> • Number of constitution making debates held. • Number of public hearings conducted. 	<ul style="list-style-type: none"> • Media Coverage. • Records of attendance at the meetings. 	<ul style="list-style-type: none"> • The government remain committed to democratic governance principles. • People retain interest in Constitutional making process.
Output 2.1: Community participation in constitution and law making process enhanced.	<ul style="list-style-type: none"> • Number public hearings conducted. • Level of satisfaction of the general public on their participation 	<ul style="list-style-type: none"> • Progress reports. • Stakeholders consultative workshop reports. 	<ul style="list-style-type: none"> • The government will respect freedom of opinion.
<p>Activities for 2.1</p> <p>2.1.1. Prepare posters and related information materials for community awareness raising on the need for community participation in constitution and law making process</p> <p>2.1.2. Identify and Train 60 influential community and religious leaders for TOT training in constitution and law making process</p> <p>2.1.3. Conduct semi- annual meetings for influential and religious leaders for experience sharing and documenting success stories</p> <p>2.1.4. Procure and disseminate copies of the draft Constitution from 2013- 2014(Procure and disseminate copies of the New Constitution 2015)</p> <p>2.1.5. Prepare and air Radio and Television programs on constitution and law making process</p> <p>2.1.6. Conduct district-based dialogues on constitution and law making process in Unguja and Pemba islands</p> <p>2.1.7. Conduct 10 sensitization meetings to communities on the Constitutional Councils (Mabaraza ya Katiba) roles and responsibilities</p>			

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Output 2.2. Advocacy for legal reform and Good Governance undertaken.	<ul style="list-style-type: none"> • Number of law reform proposals made. • Number public hearings conducted. 	<ul style="list-style-type: none"> • Progress report. 	<ul style="list-style-type: none"> • The government will respect freedom of opinion.
<p>Activities for Output 2:2</p> <p>2.2.1. Conduct legal research to identify laws impeding good governance</p> <p>2.2.2. Publish research findings on the laws impeding good governance</p> <p>2.2.3. Conduct stakeholders' workshop to disseminate research findings</p> <p>2.2.4. Prepare press releases and conduct press conferences for advocacy</p> <p>2.2.5. Conduct 2 Legal Reform and Good Governance national dialogues on laws impeding good governance</p> <p>2.2.6. Attend strategic advocacy meetings locally, regionally and internationally</p>			
Strategic Aim 3: Comprehensive research, publication and documentation undertaken	<ul style="list-style-type: none"> • Number of advocacy researches conducted. • Number of publications produced and disseminated. 	<ul style="list-style-type: none"> • Research report • Progress report • Annual Human rights report. 	<ul style="list-style-type: none"> • Freedom of opinion and media prevails in Zanzibar.
Output 3.1. Action research that informs advocacy undertaken.	<ul style="list-style-type: none"> • Number of studies/ researches conducted. • Number of law reform proposals put forward. 	<ul style="list-style-type: none"> • Survey reports. • Activity reports. 	<ul style="list-style-type: none"> • Ministries, Department and Government Agencies will cooperate.
<p>Activities for 3.1</p> <p>3.1.1. Conduct stakeholders meeting to identify and prioritize research agenda</p>			

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
3.1.2. Conduct advocacy oriented research 3.1.3. Publish research findings 3.1.4. Conduct stakeholders' workshop to disseminate research findings 3.1.5. Prepare fact sheets for advocacy 3.1.6. Prepare and publish small booklets on various areas of law for public consumption			
Output 3.2 User friendly resources centre strengthened.	<ul style="list-style-type: none"> • Number of people using the documentation centre. • Time taken to locate/spot the publications. 	<ul style="list-style-type: none"> • Users' registers. • Progress reports. • Users' satisfaction report. 	<ul style="list-style-type: none"> • Demand driven publications will be affordable • Reading culture in Zanzibar sustained.
Activities for Output 3.2 3.2.1. Conduct stakeholder meetings to determine priority information needs 3.2.2. Procure and maintain Desk top computers for the two resource Centers 3.2.3. Procure New and subscribe to useful publications 3.2.4. Procure, install and maintain software for a user-friendly resource centre 3.2.5. Redesign and update a website for ZLSC 3.2.6. Produce newsletters, calendars, diaries, brochures etc 3.2.7. Prepare and publish Zanzibar Yearbook of Law 3.2.8. Launching and disseminate of Zanzibar YearBook of Law 3.2.9. Prepare Radio and TV programs			
Strategic Aim 4: Human rights of marginalized groups promoted and protected.	<ul style="list-style-type: none"> • Number of the members of the law enforcement agencies trained on Human Rights. • Level of public 	<ul style="list-style-type: none"> • Human rights reports. • Progress Reports • Testimonies by the 	<ul style="list-style-type: none"> • Good governance remains one of priority national agenda item in Zanzibar. • The poor,

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
	awareness of the rights of marginalized groups.	beneficiaries of the services provided by the Centre.	marginalised and vulnerable Zanzibaris struggle for their rights.
Output 4.1 Rights of women, children, the elderly, people with disability and People Living With HIV/AIDS (PLWHA) promoted and protected.	<ul style="list-style-type: none"> • Number of incidences of human rights violation. • Level of human rights awareness of the general public. 	<ul style="list-style-type: none"> • Fact finding mission reports. • Survey reports. • Human Rights situation reports. • Annual Report of the Commission on Human Rights and Good Governance (CHRAGG) 	<ul style="list-style-type: none"> • The Revolutionary Government of Zanzibar remain committed to good governance principles. • Equality of all Zanzibaris remain guaranteed.
Activities for 4.1 4.1.1. Conduct comprehensive study on the rights of all vulnerable and marginalized groups 4.1.2. Support and or undertake strategic litigation for cases involving Vulnerable and marginalized groups as p Conduct fact finding missions to monitor human rights violation art of public interest litigation of the Centre 4.1.3. Prepare press releases and conduct press conferences on the rights of vulnerable and marginalized groups			
Output 4.2: Human Rights awareness and monitoring in Zanzibar enhanced.	Number of incidences of human rights violations reported.	<ul style="list-style-type: none"> • Fact finding mission reports. • Media review. • Progress report. • Human Rights. 	<ul style="list-style-type: none"> • The country remain committed to principles of respecting human rights and good governance.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Activities for 4.2</p> <p>4.2.1. Conduct awareness raising seminars on human rights for law enforcement agencies</p> <p>4.2.2. Conduct annual consultative workshop with the Commission for Human Rights and Good Governance and law enforcement agencies on human rights</p> <p>4.2.3. Conduct quarterly visits to Human Rights Commission and Law enforcement agencies in Unguja and Pemba</p> <p>4.2.4. Train 250 Secondary School Civics Teachers on Human Rights</p> <p>4.2.5. Conduct annual human rights situation survey in Zanzibar</p> <p>4.2.6. Conduct review/editing meetings of the draft Human Rights Report</p> <p>4.2.7. Publish a joint annual human rights survey report for both Zanzibar and Mainland</p> <p>4.2.8. Launching and dissemination of the annual human rights report</p>			
<p>Output 4.3. Capacity of CSO's addressing the rights of marginalized groups strengthened.</p>	<ul style="list-style-type: none"> • Number of CSOs supported. • Number and types of Organisation Development (OD) interventions done. • Number staff of CSOs trained. 	<ul style="list-style-type: none"> • Organisational capacity assessment reports. • Training reports. • Progress reports. 	<ul style="list-style-type: none"> • Organisational Capacity Building Service providers will be affordable. • Freedom of CSOs to operate in Zanzibar continues.
<p>Activities for 4.3</p> <p>4.3.1 Facilitate the strengthening/improvement of rights based CSOs for marginalized groups</p> <p>4.3.2 Conduct capacity needs assessment for rights-based CSOs</p> <p>4.3.3 Conduct demand driven capacity building training of CSOs</p>			

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
4.3.4 Conduct annual festival for marginalized groups to advocate their rights 4.3.5 Prepare and publish advocacy booklets on the rights of marginalized groups			
Strategic Aim 5: Demand driven Civic and Voter Education among the general public enhanced.	<ul style="list-style-type: none"> • Number of people trained on Civic and legal education. 	<ul style="list-style-type: none"> • Progress reports. • Training reports. • Activity report. 	<ul style="list-style-type: none"> • The Revolutionary Government of Zanzibar will continue to provide wide and genuine democratic space.
Output 5.1: Civic and Voter Education of the general public in Zanzibar improved.	<ul style="list-style-type: none"> • Percentage of eligible voters taking part in elections. • Number of people reached with civic education. 	<ul style="list-style-type: none"> • Zanzibar Electoral Commission's Report. • Progress Report. 	<ul style="list-style-type: none"> • The Revolutionary Government of Zanzibar will not interfere with the work of Civil Society Organisations. • The Government will not interfere with the electoral process at all levels.
<p>Activities for 5.1</p> <p>3.1.1. Identify potential trainers for Civic and Voter education</p> <p>3.1.2. Conduct Training of Trainers (TOTs) on Civic and Voter education</p> <p>3.1.3. Develop, publish and disseminate user-friendly Civic and Voter education materials.</p> <p>3.1.4. Develop spot messages for Radio and TV on Civic Education</p> <p>3.1.5. Produce and disseminate IEC materials</p>			
Output 5.2 Knowledge and skills of Secondary	Number of Civics teachers trained.	<ul style="list-style-type: none"> • Survey report. • Progress report. 	Ministry of Education will continue to cooperate with legal and

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
School teachers on civics and legal education improved.			human rights CSOs.
<p>Activities for Output 5.2</p> <p>5.2.1. Conduct annual consultative workshop for teachers of Civics and legal education</p> <p>5.2.2. Conduct Training of Trainers (TOT) workshop on Civics and legal education</p> <p>5.2.3. Provide support to TOTs to conduct in-house training on civics and legal education</p>			
Strategic Aim 6: Organizational Development and sustainability strengthened.	<ul style="list-style-type: none"> • Number of qualified, experience and competent staff hired. • Number of funding sources. 	<ul style="list-style-type: none"> • Review of donor agreements. • Review of scheme of service. • Employment contracts. • Staff personal files. 	<ul style="list-style-type: none"> • Policy and legal framework for CSOs will remain conducive. • Development partners will remain committed to strengthening Tanzania Civil Society.
Output 6.1: Human Resource capacity enhanced	<ul style="list-style-type: none"> • Number of qualified and experience staff hired. • Number of staff training events conducted. • Number of staff trained. 	<ul style="list-style-type: none"> • Staff recruitment reports. • Performance appraisal reports • Training reports. 	<ul style="list-style-type: none"> • Qualified and competent personnel in the labour market will be available and affordable.
<p>Activities for 6.1</p> <p>6.1.1. Review job descriptions to align with the new strategic plan</p> <p>6.1.2. Recruit qualified, competent and experienced staff</p> <p>6.1.3. Conduct staff Training Needs Assessment</p>			

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
6.1.4. Provide support to attend demand driven trainings 6.1.5. Carry out staff performance appraisals meetings 6.1.6. Review, edit and print ZLSC Staff Regulations			
Output 6.2. Adequate resources for smooth operations of Zanzibar Legal Services Centre acquired and maintained.	Level of satisfaction among staff regarding access to basic resources for smooth running of the office.	<ul style="list-style-type: none"> • Audit report. • Inventory of ZLSC assets. • Asset Maintenance records. 	<ul style="list-style-type: none"> • Financial resources will be available for procurement and maintenance of assets.
Activities for 6.2 6.2.1. Develop, operationalize and update materials management policy 6.2.2. Procure and Maintain vehicle, computers, internet facility and related office equipment 6.2.3. Procure/construct and maintain modern office premises for Zanzibar Legal Services Centre 6.2.4. Conduct staff orientation training/orientation on proper resources stewardship/handling 6.2.5. Develop and operationalize insurance policy 6.2.6. Develop and review operational manuals (Financial , Human Resources, ICT and Procurement)			
Output 6.3: Governance of ZLSC strengthened	<ul style="list-style-type: none"> • Number of policies made and implemented. • Number of Board Meetings held. 	<ul style="list-style-type: none"> • Minutes of Board Meetings. • Progress Reports. 	<ul style="list-style-type: none"> • Policy and legal framework will remain friendly to CSOs.
Activities for 6.3 6.3.1. Translate and distribute the ZLSC Constitution 6.3.2. Conduct training needs assessment for Board Members 6.3.3. Conduct demand driven training to board members 6.3.4. Conduct Ordinary and Extra- ordinary Board Meetings			

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>6.3.5. Develop and implement Board Policy Manual</p> <p>6.3.6. Conduct demand driven training to Management Committee</p> <p>6.3.7. Conduct ordinary and extraordinary Management Committee</p>			
<p>Output 6.4: Revenue Base of ZLSC broadened and sustained</p>	<ul style="list-style-type: none"> • Number of funding sources identified and secured. • Size of and trend of budget 	<ul style="list-style-type: none"> • Review of grant applications submitted. • Bank statement. • Audit report. 	<ul style="list-style-type: none"> • Development Partners will remain committed to supporting CSOs in Zanzibar.
<p>Activities for Output 6.4</p> <p>6.4.1. Prepare project and program proposals and submit them to strategic development partners</p> <p>6.4.2. Conduct round table Annual Review Meeting (ARM) with Development Partners</p> <p>6.4.3. Negotiate and agree with the Development Partners on Management fee for projects and program</p> <p>6.4.4. Develop and implement institutional sustainability policy</p> <p>6.4.5. Establish and run an Endowment Fund for institutional sustainability</p>			
<p>Output 6.5 Monitoring, Evaluation and Quality Assurance of ZLSC strengthened</p>	<ul style="list-style-type: none"> • Number of staff & partners involved in Monitoring and Evaluation. • Number of data capturing tools made and used. 	<ul style="list-style-type: none"> • Monitoring reports. • Performance assessment tools. • Progress reports. 	<ul style="list-style-type: none"> • Monitoring and Evaluation expertise will be available in the job market and affordable.
<p>Activities for 6.5</p> <p>6.5.1. Design and operationalize a user-friendly Monitoring and Evaluation System</p> <p>6.5.2. Conduct training for staff on Monitoring and Evaluation and Result-Based Management</p> <p>6.5.3. Prepare monthly, quarterly, semi-annual and annual narrative and financial reports</p> <p>6.5.4. Conduct a comprehensive baseline survey for monitoring of the new strategy</p>			

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
6.5.5. Conduct biannual monitoring visits to program sites			
6.5.6. Conduct Conduct end of strategy holistic evaluation			
6.5.7. Conduct mid-term holistic evaluation t quarterly review meetings			
6.5.8. Conduct annual audit of book of accounts			

Annex 2: Organogram of Zanzibar Legal Services Centre

