

2014



Progressive **ANNUAL REPORT**





THE TANZANIA HUMAN RIGHTS
DEFENDERS COALITION (THRDC)

Progressive
ANNUAL REPORT
2014

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Abbreviations

ACHPR:	<i>African Commission on Human and Peoples Rights</i>
AGC:	<i>Attorney General Chamber</i>
ANGOZA:	<i>Association of NGOs Zanzibar</i>
APRM:	<i>African Peer Review Mechanism</i>
AZAKI:	<i>Asasi za Kiraia (CSOs)</i>
BDs/BoDs:	<i>Board of Directors</i>
BOT:	<i>Bank of Tanzania</i>
CA:	<i>Constituent Assembly</i>
CSOs:	<i>Civil Society Organisations</i>
CHRAGG:	<i>Commission for Human Rights and Good Governance</i>
DGIP:	<i>Deputy General Inspector Police</i>
DOX:	<i>Decriminalization of Expression</i>
EA:	<i>East Africa</i>
EAC:	<i>East African Community</i>
EHAHRDP:	<i>East and Horn of African Human Rights Defenders Project</i>
GA:	<i>General Assembly</i>
HRNGOs:	<i>Human Rights Non Governmental Organisations</i>
HRDs:	<i>Human Rights Defenders</i>
IPTL:	<i>Independent Power Tanzania Ltd.</i>
IT:	<i>Information Technology</i>
LGBTI:	<i>Lesbian Gay Bisexual Transgender Intersexual</i>
MANGO:	<i>Management Accounting for Non-Government Organisation</i>
MCT:	<i>Media Council of Tanzania</i>
M&E:	<i>Monitoring & Evaluation</i>
MoDGC:	<i>Ministry of .Community Development Gender and Children</i>
MPs:	<i>Members of Parliament</i>
NGO:	<i>Non-Governmental Organization</i>
OJADACT:	<i>Organization of Journalists against Drug Abuse and Crimes</i>
OD:	<i>Organisation Development</i>
OSIEA:	<i>Open Society Initiatives for East Africa</i>
PI:	<i>Protection International</i>
PRDs:	<i>Pastoralists Defenders</i>
SOGI:	<i>Sexual Orientation Gender Identity</i>
SP:	<i>Strategic Plan</i>
TEF:	<i>Tanzania Editors Forum</i>
TGNP:	<i>Tanzania Gender Network Programme</i>
THRDC:	<i>Tanzania Human Rights Defenders Coalition</i>
ToT:	<i>Training of the Trainers</i>
UN:	<i>United Nations</i>
UNFPA:	<i>United Nations Population Fund</i>
UPR:	<i>Universal Periodic Review</i>
UTPC:	<i>Union of Tanzania Press Clubs</i>
WLAC:	<i>Women Legal Aid Centre</i>
ZAFELA:	<i>Zanzibar Female lawyers Association</i>
ZLSC:	<i>Zanzibar Legal Services Centre</i>

Executive Summary

In the first two years of setting up the Coalition, Tanzania Human Rights Defenders Coalition (THRDC) collected 65 percent of the funds needed for the implementation of the two years operational plan. The Coalition managed to implement almost 75 % of the planned activities, not with standing financial and technical constraints.

The Coalition has mainly received funds from: the American Organization, the British High Commission, the Eastern Horn of Africa, the European Union, the Finnish Embassy, and HIVOs and from the Open Society Initiatives for East Africa (OSIEA).

Amongst others, the funds have been used for the execution of the security needs assessment and advocacy activities; for the development of protection mechanism and the protection emergence fund and for the delivery of the security management training. Furthermore funds have been used for the payment of office rent, office utilities and staff salaries, as well as for the organizational development programs and financial systems development.

With our work we support Human Right Defenders (HRDs) in the Country. It is estimated that there are about 6000 HRDs in Tanzania; being 3500 of the 5000 registered and active NGOs, CBOs and CSOs, 80 media outlets and around 100 journalists in each of the 24 regions.

In 2014 THRDC successfully conducted the following activities: dialogued with law enforces and members of the Constituent Assembly on the issues of HRDs recognition and protection; organized Universal Periodic Review (UPR) sessions on the implementation and monitoring of the accepted UPR recommendations; delivered security management trainings and protection support, participated in various regional, national and international human rights forums and trainings on the election process especially the aspect of securing election process.

The following are some key achievements in 2014.

The Coalition has:

- Reached out to Government officials, including politicians and Parliamentarians for HRDs legal rights and for better policies, laws and legislations to protect the 6000 HRDs in the country; For instance, during the workshops for the Constituent Assembly (CA) 50 permanent or temporary parliamentarians have been empowered on human rights defenders knowledge;
- Provided security management and risk assessment training to over 400 HRDs from different thematic groups;
- Conducted 15 press conferences and distributed press releases to condemn on various incidents affecting HRDs;
- Increased the number of THRDC members from 80 to more than 100.
- Supported over 15 HRDs at risk to mitigate their risks through legal support, short-term reallocation and/or evacuation. The beneficiaries are still serving in the Human Rights field.
- Obtained observer status before the African Commission of Human and Peoples Rights (ACHRR) making it among few NGOs in the country which can report on the situation of HRDs as well as file complaints before the Commission.
- Delivered a successful workshop with members of the Constituent Assembly on HRD issues. A week after the workshop HRD issues became a topic of discussion in the Constituent Assembly after the question posed to the Kenyan Consultant Mr. Amos Wako by Hon. James Mbatia with regard to whether Kenya Constitution has recognized HRDs.
- Managed to collect 65% of the total revenue budgeted for the Year and attracted more prospective donors.

1.0 Introduction

THRDC is a non-governmental, non-partisan and human rights organization registered under the Non-Governmental Act of 2002. THRDC is comprised of both individual and organizational memberships, whereby as per 31 December 2014 it has more than 100 members. Its membership and representation in terms of operation is spread (through designated zone coordination) within the United Republic of Tanzania.

The Tanzania Human Rights Defenders Coalition (THRDC) successfully launched its five-year Strategic Plan 2013-2017 on 24th January 2013. The session was attended with over 40 Coalition's members from upcountry, and more than 60 other invited participants and journalists. For better implementation of the strategic plan the Coalition developed a two years operational plan from 2013 to 2014. This plan became useful and contributed greatly to what the Coalition stands today. The plan has been a useful campus direction that enabled the Coalition to sail through and remain focused to its strategic objectives. The Coalitions strategic objectives are grouped into four categories namely: Advocacy, Capacity Building, Protection and Institution Building.

This annual report will inform you about the Coalitions activities and achievements, success stories and challenges of the year 2014 and therefore provide a way forward. Hereunder are the main objectives, our vision, mission, values and our overall goal.

1.1 MAIN OBJECTIVES

The main interest of this Coalition is to, *inter alia*, work towards enhanced security and protection of HRDs in the United Republic of Tanzania. It also intends to strengthen regional and international interventions to protect and promote rights and responsibilities of HRDs. The ultimate result of all these, as this Coalition visualizes is to contribute towards creation of a safer working environment for HRDs. The Coalition has been and will be working closely with different stakeholders including local, regional and international HRDs' organizations and coalitions; individual HRDs; development partners; United Nations; duty bearers and other relevant stakeholders.

1.2 OUR VISION

The Coalition envisages a free and secured working environment for Human Rights Defenders in Tanzania.

1.3 OUR MISSION

The Coalition strives to maximize the protection, respect and recognition of HRDs in Tanzania through, protection, capacity building and advocacy.

1.4 OUR VALUES

- Promote deep respect and empathy for defenders,
- Act in a very responsive, rapid, flexible manner,
- Be a result oriented organization with tangible impact,
- Act with independence, creativity, impartiality and integrity,
- Perform with dedication, professionalism, transparency and accountability,
- Develop participative and cooperative relations,
- Develop a continue learning environments for defenders.

1.5 THE OVERALL GOAL

The overall goal is to ensure that Human Rights Defenders in the country are able to carry out their essential function free from harm and repression, in accordance with the *1998 UN Declaration on Human Rights Defenders*. Hence the Coalition works to reduce risks that Human Rights Defenders face as they promote and protect human rights.

Based on the overall goal we have identified the following four outcome areas. The outcome areas form the framework for our programs and guide the daily activities of the secretariat.

- a) The legal and policy frameworks (and practice) addressing the Human Rights Defenders' issues improved - ADVOCACY
- b) The media and HRDs capacity to effectively participate in the Human Rights Defenders' protection processes and address their rights improved - CAPACITY BUILDING
- c) Protection mechanisms established and accessed by HRDs at risk - PROTECTION
- d) An improved performance and sustainability of the Tanzania Human Rights Defenders' Coalition - INSTITUTIONAL BUILDING

2.0 The Working Framework for the Programs

Through its goals and vision, the Coalition clearly identified working areas and developed a framework, which is mainstreamed in main programs to guide the daily performance of its secretariat for the whole period of five years of its Strategic Plan.

2.1 OUTCOME ONE (ADVOCACY):

The legal and policy frameworks (and practice) addressing Human Rights Defenders' issues improved

HRDs have a right to be protected by the laws of the country they work in when they react against or oppose, through peaceful means, acts or omissions attributable to violations of human rights.

Tanzania is yet to ratify and implement some of the key international instruments that advocate for protection and recognition of HRDs in its local jurisdiction.

To achieve this, the Coalition as an umbrella body, has a primary role to bring together HRDs and to ensure they network among themselves and with key stakeholders

To achieve this outcome, the Coalition works towards accomplishing the following outputs:

2. 1.1 International advocacy for ratification and domestication of International Human Rights Instruments.
- 2.1.2 Engage the parliament and the government for improvement and enactment of laws and policies for human rights defenders.
2. 1.3 Improving HRDs solidarity and networking both at National and International levels.

2.1.1 International Advocacy for Ratification and Domestication of International Human Rights Instruments

The Coalition seeks to engage in international advocacy opportunities such as Universal Periodic Review (UPR) processes, shadow report writing, lodging complaints before International Tribunals and others in order to enforce the government to comply with its international obligations including implementation of the principles contained in the *1998 UN Declaration on the Rights of Human Rights Defenders*.

With regard to the UPR process it is worth noting that Tanzania underwent the first cycle of the UPR on 3rd October 2011. The State considered all 153 recommendations, accepted 107 in full, and 13 in part and the remaining 33 were referred for further consideration or rejected.

Thematic areas that Tanzania was reported on, and agreed by stakeholders include: the right to life, the right to equality and non-discrimination, rights of the child, health, Human Rights Defenders, death penalty, right of persons with disabilities, torture, freedom of expression, the right to participate in public affairs, human trafficking, forced labor, access to justice, education, minorities and indigenous people, access to justice, and rights of refugees and migrant workers.

Activities conducted

(i) To coordinate a UPR monitoring process in the country

The Coalition assists its members through out the UPR implementation monitoring process. It has successfully implemented the first activity whereby the Coalition organised a one day UPR workshop in September that brought together Human rights groups and organizations in the country, individual members, UN Human Rights Advisors, UNFPA and delegates from the Finish, German, Sweden, Swedish and Canada embassies as well as a representative from the European Union. The purpose of the meeting was to aware CSOs on the UPR mechanism, to attract development partners' attention in order to gain support on the matter and to pressure the AGC office to make the UPR implementation plan a public document.

The workshop was a success because almost all 80 CSOs that participated had no idea on what UPR mechanism is and CHRAGG through its General Secretary Ms. Mary Massey promised to work hand in hand with the Coalition for the cause.



In a different occasion on 10th December 2014 a Coalition participated in the UPR workshop organized by The Commission for Human Rights and Good Governance (CHRAGG) in collaboration with the Ministry of Constitutional and Legal Affairs and the Office of the Attorney General with the support from the Delegation of the European Union and the UN Tanzania the Coalition presented a paper entitled *The role of human rights defenders in monitoring the implementations of the UPR recommendations* with the main aim of addressing UPR in general and Human Rights Defenders situation in the country. The Coalition as well distributed to other participants its 2014 September UPR workshop findings, UPR project proposals and other publications with the aim of sharing knowledge and information.



After a long time of not being able to access the implementation plan from the AGC, the Coalition is now assured that the implementation plan can be accessed upon request. This assurance was given forth by a representative from during the UPR workshop organized by CHRAGG.

(i) Received Observer status with the African Commission

In October 2013, the Coalition attended and submitted observer status application during the 54th Ordinary Session of the African Commission on Human and Peoples' Rights (ACHPR). On 20th May 2014 the Coalition gained observer status with reference no OBS.470 making it among the few NGOs in Tanzania with such a status. The move will enable the Coalition to submit and present reports to the African Commission on the situation of HRDs in Tanzania, and where necessary, file a case before the African Court. Observer status is an opportunity for Organizations working in the field of human rights to attend and network in all meetings prepared by the African commission.

2.1.2. Engage the parliament and the government for improvement and enactment of laws and policies for Human Rights Defenders

HRDs have a right to effective protection under national law when they react against or oppose, through peaceful means, acts or omissions attributable to violations of human rights. This legislative protection is *provided by the 1998 Declaration on Human Rights Defenders*. The current legal framework is comprised of draconian laws and policies that facilitate occurrences of human rights violations and therefore expose HRDs to danger. On the other hand, HRDs protection is still a new concept in Tanzania therefore most law makers are not aware of the concept while some still find it hard to accept that HRDs require protection.

Lack of legal protection makes defenders' work very complex and perilous. This calls for a need to address all these issues by advocating for a specific HRDs law or amendment of current laws to comply with International Human Rights Standards on promotion and protection of HRDs. More importantly, it calls for a need to ensure that the new Constitution incorporates provisions that address HRDs issues. Hundreds of HRDs suffer due to poor legal framework and lack of constitutional protection as they seek to protect the rights of others.

Activities conducted

(i) Engage Members of the Constituent Assembly for inclusion of Human Rights Defenders issues in the new Constitution

The Coalition met with members of the CA and offered them relevant model provisions for the inclusion of HRDs in the new Constitution. It was a vibrant workshop, which fostered understanding of HRDs issues among the members of the CA whereby a week later HRDs issues were discussed in the CA being fostered by Joseph Mbatia. The program was very crucial because Tanzania is currently undergoing the Constitution reform process.



The Guest of Honour, Hon. SamiahSuluhi Hassan, Vice Chairperson of the Constituent Assembly, making appoint to members of the Constituent Assembly, during the one day seminar organized by the Coalition

In this particular training the Coalition disseminated nearly 600 publications and brochures so as to provide depth understanding of recognition and protection of HRDs. It is worth mentioning that the number of targeted audience was met successfully with a turn up of more than 50 CA members.



Hon. Prof Ibrahim Lipumba delivering closing remarks at the seminar.

(ii) Engaged the Government for Improvement and Enactment of Laws and Policies for Human Rights Defenders
Output orientation

The Coalition strengthened its bonds with Governmental Officials to enable collaborative engagements when working to improve the protection of HRDs.



The Coalition introduced a progressive police officers training programme in a concept of HRDs protection, security and securing election processes. Two trainings were carried out, the first one on February 27th and the second one on October 28th-29th. The Deputy Inspector General of Police Force Abdurrahman Kaniki acknowledged the need for this programme in November 26th 2013 during the launch of the HRDs Security Needs Assessment Report.



2.1.3 Improving HRDs solidarity and networking both at the National and International level

The Coalition is an umbrella body that brings together HRDs within the country in order to enable them to work in unity and solidarity. There are various strategies through which the Coalition can network. The Coalition networks with HRDs stakeholders, donors and development partners in order to fuel the spirit of unity and solidarity.

Activities conducted

(i) Attended and organized National, Regional and International Meetings

In 2014, the Coalition received more than 100, national, regional and international Invitations which is a dramatic increase from 10 invitations in 2013. However it is worth noting that some invitations targeted particular officials with certain capacities hence not all could be attended if he invited individuals are occupied with other official duties.

National meetings attended:

- a) In its efforts to ensure that the draconian media laws are decriminalized the Coalition participated in a stakeholders meeting on decriminalization of laws limiting Freedom of expression, which was held in Dar es Salaam.

The Decriminalization of Expression (DOX) campaign led by: the Special Rapporteur, Commissioner Pansy Tlakula, in collaboration with the Centre for Human Rights, Media Institute of South Africa Tanzania (MISA-Tanzania), and members of the Decriminalization of Expression (DOX) is a movement to repeal criminal defamation, insult, false news and sedition in Africa.

- b) Other meetings and training attended within the country include an APRM meeting, Roundtable discussions and meetings with other civil societies (AZAKI) and the Legal and Human Rights Centre.
- c) The Coalition held an advocacy meeting in support and protection for HRDs in the region of the African Great Lakes and Eastern Africa. The meeting was held at the Coalitions office in Dar es Salaam with representatives from Avocats Sans Frontiers and the East Africa Law Society.



Participants from THRDC Secretariat, representatives from Avocats Sans Frontiers and East African Law Society pose for a group photo outside THRDC office.

The PoA was reviewed and identified all articles concerning HRDs. Participants came to the conclusion that PoA has developed a strong mechanism for protection of HRDs and oblige the state partners to implement and respect all of its provision. The inclusion of specific protection measures for HRDS in the EAC second Plan of actions on promoting and protection of Human Rights in East Africa (2014-2017) (the PoA) were discussed.

The Coalition in Collaboration with other CSOs started CSOs movement and dialogues on the current constitution making process in Tanzania. On 19th August 2014, CSOs met at the THRDC office and discussed how they can come together in the expected Referendum in Tanzania. The Coalition participated in the CSOs Katiba coalition public engagement campaign organized by the Coalition of the Civil Society Organization on 21st May.



From left to right: Prof Mwesiga Baregu, Mr. Onesmo Olungurumwa, Dr. Ayub Rioba (facilitating) and Mr. Awadhi Said Ali during the session.

International meetings attended

d) The Coalition attended various regional meetings and trainings:

- Digital security training, through this training the Coalition obtained skills, knowledge and useful digital security resources. It is from this training the Coalition has started to train HRDs on the same.
- Panic button training was another useful training through which the Coalition learnt on an android application that can be used by defenders when at risk. The Coalition is looking forward to introduce the application to its members once it is officially released.
- Two days training to Human Rights Defenders working in extractive industries all in Uganda, HRDs in extractive industries is an emerging human right idea. The Coalition was privileged to be trained and is even more privileged to be serving for HRDs in this thematic area. The training was organized by EHAHRDP.



A group photo of HRDs working in extraction industry in East Africa.

Financial Management to Non-Governmental Organizations in Nairobi (Explained under outcome four)

Securing Election process and peace keeping this was a training that was conducted in Nairobi from 20-25 October 2014. With important elections in Africa on the horizon in 2015 and 2016, the course aimed to increase the capacity of HRDs, policymakers and practitioners to identify triggers of electoral violence and develop strategies to help stem this violence. Participants analyzed the democratic process and electoral cycle, explored the roles of various stakeholders, identified potential triggers of violence, and opportunities to intervene between planned violence and implementation. The Coalition managed to use and continues to use the acquired knowledge to prepare various training on electro process especially the aspect of securing election process. For instance, the knowledge was effectively utilized during the previous training to police officials on the concept of security of election process and the role of the police.



Course participants and facilitators posing for a group photo in Nairobi

- e) The National Coordinator attended the International Commission for Jurist (ICJ) HRDs regional protection strategies meeting in Pretoria South whereby he presented a paper on *Regional Networking and Solidarity for HRDs in Africa*¹. Through this meeting the Coordinator interacted with stalwarts of HRDs issues such as the Directors of Frontline Defenders and UN special rapporteur on HRDs. In this meeting a resolution and action plan on regional HRDs protection strategies was passed.

THRDC National Coordinator, Onesmo Olengurumwa (first right) hands over a security needs assessment report and other publications to the Directors of East and Horn of Africa HRDs Network and Frontline Defenders **Mr. Hassan Shire** (Centre) and the Executive Director and founder of Front Line Defenders, **Ms Mary Lawlor** in Pretoria.



¹ <http://www.thrd.or.tz/resources/index/reports>

(ii) Website Development, Social Networks

During the year 2014 the Coalition successfully used mainstream media, social media and the official website (www.thrd.or.tz) as ways of increasing transnational networking, upcountry visibility and the Coalitions accessibility.

The Coalition's website is user friendly with a live blog which provides updates on the Coalitions activities; the website has a Facebook page and our twitter account direct links for visitors easy navigation. THRDC has an interactive website with an increasing number of visitors from 1000 in 2013 to over 2123 visits from different continents and a four starred Facebook page with a significant increase of likes from 2500 in 2013 to 7974 likes, it is therefore evident to say that the Coalition has increased its visibility and amplified the voices of HRDs in Tanzania.

The Coalition also introduced an Instagram account and a member based WhatsApp group whereby all Coalitions Individual and Organizational members can interact and keep each other updated on issues regarding HRDs.

Furthermore, the Coalitions activities have been reported in both national and international media. This enabled the Coalition to meet its Advocacy objectives such as the recognition of HRDs work, gaining public acceptance, strengthening collaboration and cooperation with regional and international partners using social media.

(iii) Explore other means of networking and communicating

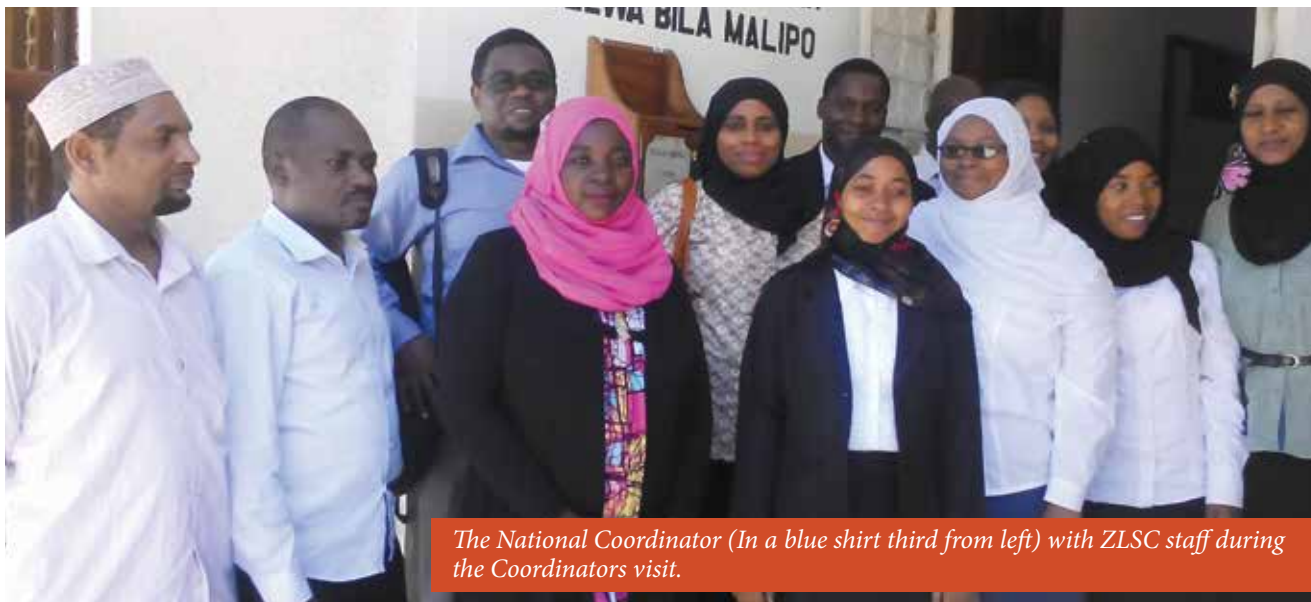
- The Coalition published and distributed more than 300 copies of its January – September Defenders Monitor. This was the first issue and a series of quarterlies will be published in the coming years.
- In December 2014 the Coalition distributed for the first time Holiday greeting cards and a 2015 annual calendar to members, various institutions, delegations, individuals and to prospective members, prospective donors and donors in order to thank them for their cooperation during the entire 2014. An e-card was distributed through emails and social media to our online audience.
- The Coalition through the Coordinator's trip to Nairobi visited partner organizations such as HIVOs, Constitution and Reform Education Consortium, IED and a Somali HRD who was admitted at the Agakhan Hospital after being severely injured in a suicide bomb attack in Mogadishu.



THRDC's National Coordinator, Hassan Shire EHAHRDN Director and Somali Ambassador to Kenya visited a Somali HRD who was injured by a bomb explosion in Mogadishu and evacuated to Agakhan Hospital in Nairobi for medication.

- The Coalition established a regular zonal Coordinator's Visits to its members. The Coordinator visited Southern Highlands and Zanzibar Zones. This has provided a room for the Coalition to know how members put in practice security knowledge. This practice gives a room to obtain members opinions towards the Coalition.

The Coordinator visited HRDs with legal cases or in prison and assessed the service rendered by hired advocate. He further conducted staff meetings with some members in their respective offices and managed to identify more security gaps.



The National Coordinator (In a blue shirt third from left) with ZLSC staff during the Coordinators visit.

- The Coalition noted that in Zanzibar out of 2000 registered NGOs in Zanzibar only 200 are active according to Association of NGOs Zanzibar ANGOZA. While almost 99% of those 2000 active NGOs works on service delivery or the rights of women and children only. It is very rare to find NGOs in Zanzibar working on corruption, social accountability or political and economic rights.

(a) Success stories – see also annexure one

The Coalition has already distributed its UPR project proposals to prospective donors in order to secure fund to carry out UPR activities in the year 2015. The prospective donors were as well provided with the September UPR workshop findings in order to gain understanding on what the Coalition has managed to do in a short time, its impact and a need for fund to continue with the remaining UPR activities.

- A week after the Coalitions workshop with members of the Constituent Assembly Human rights defenders issues became a topic of discussion in the constituent assembly after the Question posed to the Kenyan Consultant Mr. Wako by Hon. James Mbatia with regard to whether Kenya Constitution has recognized HRDs. It is through this workshop some MPs supported the idea of establishing special committee for HRDs whereby Hon Shelukindo promised to initiate the idea of Tanzania Members of parliament to have Committee for Human rights defenders.
- The meeting with Avocats Sans Frontiers and East Africa Law Society representatives paved a way for the Coalition to collaborate with CHRAGG in strategizing to lobby on the inclusion of specific protection measures for HRDS in the EAC second Plan of actions on promoting and protection of Human Rights in East Africa (2014-2017).
- The President Jakaya Mrisho Kikwete following a call by the Coalition on The 15th of December 2014 appointed the CHRAGG chairperson and senior commissioners.

- The Coalitions facebook account has 7461 likes with an increase of 3,227 likes from year 2013. Its twitter account had two tweets before it was activated on the 28th of October but until 30th December it had reached 93 tweets all this as an effort to gain more followers. The Coalition has linked its facebook and twitter accounts to enable instant sharing of information in both pages at the same time and both of the accounts have a direct link in the website for visitors easy navigation.

(b) Challenges

The Coalition has insufficient fund to carry out UPR projects.

- Human Rights Defender issue has not been included in the proposed constitution, therefore if the draft is voted YES by the public in the national referendum the new constitution, just like the current one, will not recognize human rights defenders neither protect them.
- Most Tanzanians do not know their rights and most police officers do not know human rights laws therefore training police officers only without considering the public becomes unrealistic. Police officers have mentioned for the need of THRDC to train the public.
- It is challenging at some point to manage CSOs movement in Tanzania. NGOs society do not trust each other at some point, while others are sometime not in solidarity with new CSOs initiatives in addressing some of the pressing issues in the country.
- Tanzania through her representative from the Minister of EAC Affairs, Constitution and Legal Affairs, Office of Attorney General is reluctant to adopt and ratify the East Africa Human Right Action Plan.

(c) Way Forward

- The Coalition will keep advocating for the legal recognition of HRDs in the country through educating HRDs and the public,
- The Coalition will provide zonal training to police officers,
- The Police Force promised to institutionalize a focal person on human rights in order to maintain regular communications between the Police Force and the CSOs, the Coalition will highly collaborate with the police force through its HR focal person,
- The Coalition will foster engagement sessions between the Police Force and politicians in order to chart out working mechanisms and avoid unnecessary commotions as it has previously been. There will be a formulation of a new mechanism which will assist the Police Force to maintain peace but without sacrificing their vital role of protecting security,
- The Coalition will cooperate more with media editors, owners, journalists and CSOs in order to strengthen its network,
- The Coalition is looking forward to increase the number of its members in order to widen its network and the network of HRDs in the Country,
- The Coalition will keep on looking for opportunities to engage local HRDs to the International Arena,
- The Coalition will continue to work in close collaboration with other CSOs within the country, regional stakeholders and HRDs as well as International counterparts,
- The Coalition will continue to increase its advocacy reach by using innovative and (cost) effective ways of communication,
- The Coalition will in the near future improve its website in order to have a more appealing one in order to attract more visitors and thus increase our impact,

2.2 OUTCOME TWO(CAPACITY BUILDING):

The media and HRDs capacity to effectively participate in the HRDs protection processes and to address their rights are improved.

Capacity building to media and HRDs is an ongoing process, which enhances their abilities in the protection processes and in addressing their rights. The THRDC in dealing with the Outcome two actualizes it through trainings, training of the trainers, round table discussions, dialogues and seminars on various aspects of security management, human rights and their enforcement mechanisms. Due to the fact that media and HRDs are challenged through attacks and torture, the capacity building sessions for themselves is inevitable vital. Capacity building to Media and HRDs on issues of security management and risk assessment makes them confident in the promotion and protection of human rights generally.

The security management trainings (physical and digital) are designed to cover matters on how to analyze working environment, risk assessment, threat analysis, reaction to security incidents, and how to produce organizational security approach. The purpose of the training is to create a more secured working environment for HRDs in Tanzania.

To achieve this outcome the Coalition works towards accomplishing the following outputs:-

2.2.1 Existing and new human rights defenders are made aware of their rights and empowered to protect themselves

Being a protector or promoter of human rights without security knowledge and skills is risky. Through capacity building existing and new Human Rights Defenders are equipped with techniques and tactics to consider during activism. The knowledge imparted to HRDs aware them of their capacities, vulnerabilities and place them in a position to securely react to any situation.

Activities conducted

(i) Training on security management and risk assessment

This year the Coalition provided security management and risk assessment to 200 HRDs from different thematic groups. So far four organisations (Envirocare, TGNP-Mtandao, Jukwaa la Katiba and Zanzibar Legal Service Centre) have started applying the knowledge by developing security manuals, delivering staffs security training and integrating security issues in their working plans.

Based on the findings of the 2013 Needs Assessment report, the extent level of risks faced by HRDs varies from one thematic area to another. The Coalition had thematic group training model based on pastoralists, women and journalists.

(ii) Training to pastoralist HRDs

Just like other HRDs, Pastoralists Rights Defenders (PRDs) in Tanzania operate in a very challenging and risky environment.

(iii) Digital security

The Coalitions litigation officer, Adv. Boka Melkisedeck attended two different, Training of the Trainers (TOT) in Kampala. The first training was on physical and digital security management organized by the EHAHRDP in Kampala from Sept 8th to 20th 2014. The second training was about Digital Security to HRDs. The EHAHRDP organized the second TOT with the support of Deutsche Welle Akademie from the 1st to 5th Dec 2014. The TOT materials have been and will be used as a basis for designing security trainings.



TOT participants posing for a group in Kampala

2.2.2 Media practitioners are empowered to protect themselves, monitor and report human rights abuses against HRDs

Media practitioners including journalists (traditional journalists and citizen journalists), editors, and photo journalists, camera persons and others whose work is to report and/or analyze information and disseminate to a larger public through media. However the Coalition puts information officers in the category because they work hand in hand with media practitioners and oversee Organizations media.

With the increasing availability of surveillance equipment and technologies for both state and non-state actors, the lives and work of HRDs, media practitioners and bloggers may be put at risk in the online and offline worlds.

Towards the creation of a free and safe environment for journalists and media workers in Tanzania, a joint action between the Coalition, media owners and other media institutions is vital. This joint action will enable the Coalition together with media houses, journalist institutions such as Editors Forum, MISA-Tan, MCT and Union Press of Tanganyika to actively and timely provide integrated, physical, digital and emotional self-care security training and advice to journalists. The increased capacity of journalist and the media will enable them to prevent risk and threat.

Activities conducted

(i) Security training seminar to journalists covering constitution issues

THRDC has managed to consolidate, activate and expand the physical and digital safety skills and training skills for media practitioners. In March, 16th 2014 the THRDC organized a one day seminar to journalists and editors covering the CA session. The journalists were insisted to thoroughly report matters of which are pertinent to human rights issues with regard to the HRDs.



Some participants of the journalist training at work.

(ii) Security management training to 30 Dar based Journalists

The Coalition conducted a three days (4th -6th April) training to 30 Dar es Salaam based journalists on security management as a preventive measure against various risks they face while executing their duties. The training was very successful as many journalists became aware of various risks associated with their work and ways of protecting themselves.



Guest of honour and the Prisedent of the UTPC Mr. Kenneth Simbaya explaining on the objective of the training.



Journalists from various media houses in group discussions

(iii) Security management training to 30 media editors

After meeting with media owners and journalists, the Coalition conducted security management training to 30 editors from various media houses from 13th to 15th June 2014 in Dar es Salaam. The editors who attended the training are now in a better position to understand and respond to risk. At times in media fraternity editors receive more enemies than reporters or media owners. Therefore the training was specifically tailored to empower editors to improve their knowledge on security and risk assessment.

The two days training was followed by a dialogue and discussion on the existing pressing issues in the country which includes:-

- The role of media in shaping constitution processes,
- The state of investigative journalism in Tanzania,
- Setting media agenda and chat out security strategies for the forthcoming elections,

Both the training and the dialogue aimed to empower editors with various mechanisms in security management and risk assessment for journalists. Some journalists shared their experiences,



A jovial editor with Mawio MrJoster Mwangulumbi, receiving a certificate of attendance from the Guest of Honor Mr. Henry Muhanika

(iv) Digital Security Training to media practitioners

Before the closing of the year THRDC and EHAHRDP jointly organized a rich and profound digital security training to media practitioners from Dar Es Salaam and upcountry. The training brought together 14 media practitioner who were made to know how to secure their information and how to safely use technology like Facebook and Twitter. The Workshop was successfully facilitated by three digital security experts one Mark Kiggundu from EHAHRDP Kampala, Uganda, Adv. Boka Melkisedeck from THRDC, Tanzania and John Kaoneka form LHRC Tanzania.



2.2.3 Human Rights Defenders are empowered in modern human rights ideas, international human rights systems and mechanism as part of continuing education

Essentially, many HRNGOs are not conversant with the modern human rights ideas and modern human rights system mechanisms. Each of the international instruments has a different system for its implementation, ranging from general and specific reporting procedures. These reporting procedures include quasi-judicial and judicial mechanisms involving the adjudication of complaints brought by individuals or groups of individuals, Non-Governmental organization and, in some instances, even by other States.

Activities conducted

(i) Building HRDs capacity on UPR mechanism

The Coalition organized a workshop on the Universal Periodic Review monitoring process. Universal Periodic Review is a special process that involves an appraisal or evaluation of the human rights records of all 192 UN Member States once every four years. The UPR is a State-driven process, under the auspices of the Human Rights Council, which provides the opportunity for each State to declare what actions they have taken to improve the human rights situations in their countries and to fulfill their human rights obligations. THRDC empowered its members to monitor and document the implementation of UPR recommendations in the country.



Stakeholders Group photo after the Universal Periodic Review (UPR) workshop, Sitting in the middle (dressed in full red) is the guest of honor and CHRAGG General Secretary Ms. Mary Massey.

(a) Success stories, challenges and way forward (See also annexure table)



Edwin Soko (standing) THRDC digital security beneficiary facilitating on the same to his fellow journalists in Mwanza 22nddec, 2014



The Coalition has experienced a significant increase in its media appearance a tangible evidence that journalists in the country are aware about HRDs issues. Above is the office newspaper appearance and photo board.

(b) Challenges

- As pointed in the previous reports Security management training is now a major demand in the country. Hundreds of HRDs and journalists have shown the need for this knowledge. However, the Coalition lacks adequate resource to reach all targeted groups such as pastoralists' defenders, thematic groups and minority HRDs.
- Lack of resources forces the Coalition to mainly work from Dar esSalaam and in the big cities and hardly in upcountry.

(c) Way forward

- We will continue with the same activities for the same groups and extend the reach to the following thematic groups: SOGI HRDs, whistle blowers, resource extraction industries and labor unions.
- Furthermore we will reach out to University students who are aspiring to work as HRD, either within the public services, NGOs, CVOs or media houses. The earlier we build our relationships the better.
- To develop an effective monitoring and reporting systems to facilitate HRDs in monitoring and reporting human Rights abuses against HRDs.
- THRDG will extend the evaluation of the training to the post training period by asking the beneficiaries a few months after the training what has been the training impact and if they have followed up on the planned actions. Their responses will be used to upgrade the training program and shared with a wider group.

2.3 OUTCOME THREE (PROTECTION):

Protection mechanisms established and accessed by HRDs at risk

The Coalition Protection Programme provides emergency support to HRDs at risk. In the second year of the protection desk operation, support has been extended to defenders exposed to risk, women human rights defenders, journalists, pastoralist HRDs, and Minority groups.

A protection and Security Needs Assessment for HRDs was conducted through out the country in the year 2013. It indicated that most HRDs in Tanzania are intimidated, illegally arrested, harassed, assaulted, tortured, disappear and/or branded.

- The survey indicated that, only 7 offices out of the 200 visited have security officers.
- Security awareness level was very low among almost all HRDs in the Country.
- 35 cases of threatened journalists were reported and over 29 draconian media laws were identified including the 1976 Newspaper act.

Following the findings, the Coalition established a security and risk assessment training as a preventive measure for HRDs and a Protection Desk to ensure HRDs at risk receive necessary support to mitigate the risks and continue with activism.

Major roles of the protection programme are to;

- Provide emergence assistance and protection for HRDs at risk;
- Encourage and provide room for the HRDs at risk to safely practice activism;
- Providesupport and assistance in collaboration with other International protection organs, aimingat regularizing HRDs stay in the country where they have sought refuge;
- Seek effective collaboration with other service providers in the protection of HRDs;
- Conduct research and fact finding on issues concerning HRDs in Tanzania.

The protection desk handles and coordinating issues of protection support. The established protection mechanisms abides to the adoption of the *Declaration on Human Rights Defenders in 1998*, whereby a number of initiatives are taken, at the national, regional and international level, to increase protection of defenders and contribute to the full implementation of the Declaration.

To achieve outcome three, THRDC plans to work towards accomplishing the following OUTPUT:-

2. 3.1 Established and Strengthened Self-Protection Mechanisms for HRDs.
2. 3.2 Establish an Emergence Protection Fund for HRDs at risk

2. 3.1 Established and Strengthened Self-Protection Mechanisms for the HRDs

Protection mechanism is new phrase in the human right field given the fact that the concept of protection of human rights defenders is also new, simply protection mechanism is a mechanism set up by organization or state to ensure human rights defenders at risk receive the necessary support to mitigate the risk they are facing so as to enable them to continue with their human rights work.

Activities conducted

(i) THRDC security policy developed

In its second year of operation, The Coalition has developed its Security policy. The security policy is a written strategy/ framework on how the organization will protect itself against physical and/or digital security attacks and threats. A HRDs security expert from Uganda developed the Coalitions security policy. A security policy is vital for any organization because, amongst others, it defines what should be done in the event that HRDs are facing threats or are at risk. In most cases security policies are part and parcel of preventive measures for HRDs.

TGNP Mtandao, WLAC and Envirocare realized the need of a security policy and developed their own. This clearly indicates the concept of security and risk assessment for HRDs in Tanzania is gaining entry.

(ii) Establishment of an emergency response system (Phone Calls, Skype)

For the year 2014 THRDC has maintained its emergency response mechanism. The emergency response used by the THRDC is through a phone number displayed in the website www.thrd.or.tz.

2. 3.2 Established emergence protection fund for HRDs at risk

Emergence Protection fund is a special fund secured by the Coalition to pay for organizational and/or personal provision so as to improve security and protection. The fund is basically used to improve physical security of an organization, legal support, and medical support for HRDs who have suffered attack, pay for their counseling, and short evacuation or reallocation if necessary. The Coalition provides emergence fund of up to \$ 6000 per single case, depending on case-to-case basis.

Activities conducted

(i) Protection services offered for 2014 at glance

- THRDC offered legal aid/legal protection to 11 HRDs cases from different thematic groups including the famous ESCROW scandal Whistle blower Honorable David Kafulila,
- THRDC provided evacuation and reallocation support of 3 Human Rights Defenders within the country,
- THRDC provided Medical support for one journalist who was arrested and assaulted by a police in Ngara, Kagera,
- THRDC offered referrals to an Angolan and Ethiopian journalists
- THRDC protection desk received and documented 31 HRDs claims being: arrest, malicious prosecutions, torture, and decriminalization of expression. All claims were assessed and technical support was provided where necessary,
- THRDC protection desk conducted a fact-finding mission on the threats and intimidation towards Members of Constituent Assembly (CA) during the new Constitutionmaking process. THRDC conducted another fact finding on the threats and intimidation facing HRDs who fight against land grabbing in Loliondo.



Violation of media freedom and harassment of journalists, this is one of the recorded dramatic violations of media freedom by the Protection Desk in 2014

(ii) Legal representation

In 2014 the protection desk responded to the needs of 11HRDs and provided support through the available emergence protection fund,

Among the cases represented by THRDC, most of the cases are fabricated for the purposes of silencing rural HRDs. Below are some of the cases received in 2014;

- a) May 2014 natural resources HRDs Damian Peter, (a prisoner at Isanga prison in Dodoma) was charged for trying to stop/prevent an Investor who invaded the land and trying to occupy 6,000 acres belonging to Chilendeli Village in Bahi District. The Coalition extended its legal protection by filing an appeal against the decision of the Primary Court. The said Damian Peter is out of the prison with bail pending appeal. Damian is currently proceeding with the work of promoting and protecting of Human rights.

“I do appreciate and thank THRDC for the protection rendered to me. I can’t imagine how my life would have been without it. I feel safer than ever and currently living in a secured place paid for by the Coalition.”

Testimony by Kassim Mikongolo

- b) In November 2014, THRDC in collaboration with LHRC engaged lawyers to file a judicial review in the High Court at Dodoma against the decision of the Kondo Council authority to ban SIKIKA. SIKIKA is a health advocacy local NGO registered in Tanzania with a national wide mandate in health governance. SIKIKA received an indefinite ban from the Kondo Council Authority contrary to the procedures and laws.
- c) In October 2014, The Coalition extended Legal Protection support to a whistle blower and HRD who is also MP, David Kafulila before the High Court on the case of Defamation. David Kafulila raised the scandal of Corruption and money laundering conducted by top governmental officials (TEGETA ESCROW scandal). Kafulila blew the whistle in Parliament on the controversial withdrawal of more than \$120 Billion from the Bank of Tanzania (BOT) to facilitate the questionable IPTL sale to Pan Africa Power Solutions Ltd (PAP). IPTL in its strategy to silence David Kafulia decided to file a suit against him. Apart from legal support plans are underway to extend physical security support.

(iii) Evacuation and reallocation

For the year 2014, THRDC together with its partners Frontline Defenders and theEHAHDP evacuated and supported 5 HRDs. Among the HRDs supported are two foreign journalists from Angola and Ethiopia, and other 3 local HRDs, all were reallocated for the short-term basis within the county.

(iv) Medical support

The Coalition provided medical and technical support to a journalist who is/was working with Mwananchi Newspaper. He was arrested and assaulted by Police officers on 6th June 2014 after having tried to investigate on the death of a girl who died of torture in Arusha. The journalist is currently well and still working as a HRD.



(V) Fact finding missions and investigations

For the year 2014, The Coalition conducted two fact-finding mission and investigations. On the 1st of October, THRDC received what seemed to be unbelievable information that some of the CA members reported to have been threatened and intimidation by known sources among the mentioned were ministers, top government officials, and the chairman of the CA. CA member's started receiving threats soon after they had voted against the proposed Constitution. Among others, the seven CA members who voted NO were: Adil Mohamed (people disabilities), Alley Soud (education institution), Fatma Mohamed (Religious institution), Jamila Abeid Saleh (Political parties), and Salma Hamoud (Non -governmental).

Following that the Coalition extended its protection to some of the MPs and conducted a fact-finding and investigations on the saga. On top of that THRDC in December 2014 carried out another fact-finding mission in Loliondo, Arusha to investigate on the reasons for NGOs and journalists to receive threats and intimidation form governmental officials.

(a) Success Stories

This part shows the main achievement as per each output under protection programme. The protection desk is responsible for the assessment of emergency cases with respect to human rights defenders at risk, resource allocation for their assistance as well as providing administrative and legal support to HRDs under the protection programme. *See annexure one of this report for more success stories.*

(b) Challenges

The Coalition's protection services have attracted several groups of HRDs. The desk has received about 3 cases from outside the country. Attending HRDs cases from outside has been very challenging because foreign HRDs have higher demands compared to the locals. It becomes much harder for the Coalition when international and regional partners delay or refuse to collaborate with the Coalition..

The Coalition also noted that some HRDs at risk don't react on security incidents on time hence complicate the whole process of protection intervention. Furthermore, majority of HRDs at risk don't keep proper record of security threats. At times, it becomes very tough to assess a risk or threats without evidences such as phone calls, numbers, messages and the like.

(c) Way forward

- ✓ Develop Human Rights Defenders' National Policy
- ✓ Maintain the Emergency Respond System (Phone Calls, Skype) to ensure instant response to HRDs at risk
- ✓ THRDC will continue referring cases to other international partners such as Frontline defenders, Protection International, and EU emergence fund, under the Protection referrals programme
- ✓ Developing an annual HRDs situation report that provides general situation of HRDs in Tanzania in each year.
- ✓ Collect protection fund, to help HRDs access protection services like legal support, evacuation short time reallocation and medical support which depend on case to case basis.

2.4 OUTCOME FOUR-(INSTITUTIONAL BUILDING):

Improved Performance and Sustainability of the Coalition

Efficiency, effectiveness and sustainability of any organization depend on, among other things, its internal and external organizational capacity and control. For the two years the coalition has managed to improve its performance by engaging into different internal and external trainings. The coalition has successfully completed its two years of operation by accomplishing almost 70% of the activities stipulated in the strategic plan. This was not without committed efficient and committed staff members who ensured THRDC day to day activities are timely conducted and as planned.

The fund raising strategy has been set forth and the financial system updated. The Coalition currently uses modern technology to reduce fund mismanagement and enable proper documentation of activities further more the Coalition adopted an accounting package for proper internal control.

To achieve aim four, THRD-Coalition plans to accomplish the following OUTPUTS:-

- 1.1.1 Ensured availability of human resources and performance improvement.
- 1.1.2 Ensured organizational development and good management
- 1.1.3 Ensured availability of financial resources and improved financial management.
- 1.1.4 Established and ensures improved governance.
- 1.1.5 Functioning M&E system and baseline indicators in place.

2.4.1 Ensured availability of human resources and performance improvement

Human resources are the set of individuals who make up the workforce of an organization. From the corporate objective, employees have been traditionally viewed as assets to the enterprise, whose value is enhanced by further learning and development, referred to as human resource development. The Coalition retained three employees for the year 2014 and recruited two employees to fulfill the responsibilities of the media and information officer, and a security officer. Two volunteers were also recruited in the same year in total the coalition had five staff and two volunteers for the year 2014.

The Coalition conducted staff appraisals to monitor and improve staff performance. Through this process staff members are reminded of their roles and duties and obtain guidance on performance improvement. THRDC also continued to conduct monthly management meeting to coordinate the activities. The coalition supports its staff to engage in different professional studies in order to increase their knowledge and skills for the betterment of the organization. For instance, our volunteer Boka Melkisedeck has successfully completed Law School of Tanzania and managed to be enrolled as an Advocate of High Court, THRDC Protection Officer successful completed postgraduate diploma in legal practice while the National Coordinator managed to join an Executive evening master course on Research and Public Policy at the University of Dar Es Salaam.

The Coalition has been reminding staff to comply with the Human Resource Policy that guides staff affairs, office management and code of conduct. The Coalition is currently understaffed and the shortage of staff members forces the few available ones to overwork. The coalition is trying to make sure every staff has a good salary and other incentives so as they can be committed to their work.

2.4.2 Ensured availability of financial resources and improved financial management

Financial management refers to the efficient, economy and effective management of money (matching expenditure and funds received) in such a manner as to accomplish the objectives of the organization. It is the specialized function directly associated with the top management. The significance of this function is seen in the capacity of staff in overall administration of an organization

(i) Financial management training

The financial management training was preceded by a one day review of the existing THRDC financial system in order to identify the strengths, weaknesses and provide recommendations thereof.

As a result of two days financial management training for both finance and non-finance officers the THRDC has managed to update all staff on financial issues and shared best practices from other NGOs financial systems. Other issues discussed include: how to handle imp rest, knowledge on the internal control, procurement, reporting to stakeholders, fund raising, budgeting and project management. This played a role in the Coalitions sustainability and performance improvement.



A Financial Management Consultant, Dunstan Kaijage facilitating session

(ii) Management Accounting for Non-Government Organisation (MANGO) training

The Coalition's accountant participated in the Management Accounting for Non-Government Organisation (MANGO) training in Nairobi, Kenya. The training aimed at availing participants with information and principles concerning: financial management, building finance capacity of the NGO to minimize the dependency of the donors and developing good working relationships with partners/donors by ensuring timely signing of agreements as well as timely submission of reports.



(iii) Financial Management Assessment

For better implementation of the Coalitions' strategic plan for the period 2013-2017, the Coalition underwent an organizational financial management assessment to identify strengths and gaps required in order to implement the strategic plan. The major aim for this assessment was the following:

1. To identify the strengths and weaknesses of the Coalition financial Managements system and provide recommendation
2. To review the Coalition financial manual based on findings and suggested areas of improvements.



(a) Success story

- 1) The Coalition recruited an accountant volunteer to assist an accountant as advised by the financial consultant.
- 2) The Coalition added a board member with finance qualification to improve organizational financial management
- 3) After the assessment the Coalition improved its finance system by having a modern accounting software package for proper financial internal control.

(iv) Fundraising

The Coalition has managed to raise 65% of the required amount for funding the implementation of the Two Years Operational Plan. The Coalition has managed to raise fund using members' contribution fees as well as from the donors and development partners mentioned in the table 1 below. The members' contribution fee is still meager as compared to the organization's budget.

TABLE 1 THRDC 2013- 2014 SOURCES OF INCOME

Name of donor or other source of funding	Name of the Project or Area Funded	Amount (USD)	Start Date	End date
OSIEA	Two years operational plan	179,000	February 2013	February 2015
American Organization	Two years operational plan	200,000	July 2013	July 2015
Finnish Embassy	Two years operational plan	80,000 (Euro)	May 2013	May 2014
OSIEA –South Africa	Two years operational plan	30,000	December 2013	November 2014
British High commission	The Inclusion of Human Rights Defenders Issues in the New Constitution	18,260 (Euro)	February 2014	March 2014
European Union	protection	10,000 (Euro)	June 2014	May 2015
Members fee		5,500	January 2013	December 2014

Almost all programs and activities of the Coalition in 2014 relied entirely on external financial support as the Coalition had not managed to fundraise any other fund from local sources including the government. Nonetheless, the Coalition managed to implement some of the key activities for the first two years of the strategic plan. These activities include security needs assessment, development of security policy, advocacy activities, office rent, office utilities, staff salaries, security management trainings, protection emergence fund, organizational development programs and development of financial systems

The Coalition invested a lot of time and energy in fundraising through engaging with different stakeholders and donors searching. By doing so the organization has been exposed to a number of prospective donors. The Coalition managed to formulate a three years operation plan as one of the fundraising tools. At the moment of writing this report, the Coalition is mobilizing funds for its operations for the next three years, which is not funded yet.

THRDC TWO YEARS' FINANCIAL RESULTS AND FORECAST FOR 2015-2017

Actual Cost for the past two years				Project Activity Cost For Three years			
Outcome	Y1	Y2	Total for 2 Years in \$	Y3	Y4	Y5	Total for 3 Years in \$
Outcome 1							
Subtotal	37,719	80,875	118,594	363,408	149,151	154,530	667,089
Outcome 2							
Subtotal	29,243	102,067	131,310	174,581	207,535	207,535	589,651
Outcome 3							
Subtotal	34,927	95,862	130,789	151,700	154,500	151,700	457,900
Outcome 4							
Subtotal	99,641	125,471	225,112	174,796	172,496	176,596	523,888
Total project activity cost	201,530	404,275	605,805	864,485	683,682	690,361	2,238,528
Project Management cost	13,499	20,880	34,379	179,300	51,500	45,100	275,900
Total cost	215,029	425,155	640,184	1,043,485	735,182	735,461	2,514,428

2.4.4 Established and ensured Improved Governance

The Coalition has a sound management team and Board of Directors that oversees its taking off and other planned activities. It also has a General Assembly (GA) as an overall and supreme organ of the coalition. The institutional governance and management of THRDC is stretched into three main levels namely; the General Assembly (GA) which comprises of regional and thematic representatives of HRDs; the Board of Directors (BODs) which stands as governing body; and the Secretariat which serves as its Management body. There is also the Advisory Council, which unlike others is non-executive organ.

Currently, the coalitions BODs has nine Members, two board members were elected from the general assembly which was conducted on 19th September 2014 replacing the two board members who retired from the post due to the policy of the organization that each board member will serve the organization for three years. Some of the key functions of the BODs are to act as a governing and policy making organ of the coalition, set strategies for financing, control financing as well as to identify resources for sustainability of the coalition. The BODs met five times in 2014 as per THRDC constitution. The Constitution compels the Coordinator to convene 4 BODs in a year but for this year there was an addition meeting (ad hoc meeting) that makes five meetings.



The Board members had an annual retreat in June 2014 where by a lot of management activities were conducted and there was a board performance review for the past two years. The board discussed about how to engage with the government stakeholders so as they can know the work of HRDs and to work with them so as to build a good relationship between CSOs and the government

The Coordinator presented assessment tools both for individual assessment and general board assessment. There were also some discussions about board performance and the general performance of the Coalition. Board members filled the assessment tools. The general overview indicates that the Coalition's Board did its role very successfully. This Board had an advantage of being trained under THRDC organizational development programs in 2013.

At the end of the session the Coordinator with the advice from the consultant ensured Board Members were provided with Board Manual and copies of Standing Orders and Regulations governing the conduct of Board meetings. It was agreed that at least two third (2/3) of the current Board should be re-elected to maintain consistence and enable the Coalition to utilize the Board that it has brought up.

(a) Success story.

- 1) A new board was formed in the annual general meeting and two board members were added one with finance qualifications.
- 2) The board was able to resolve some of the key issues and stand as one independent individual.

(b) Challenges.

- (1) Not all Board Members attend the meetings. It has been noted that in each board meeting one or two members fail to turn up.
- (2) The Board is not actively playing its fund raising role.

2.4.5 Functioning of M&E system, Strategic Plan and Baseline Indicators in Place

In 2014 the coalition trained its staff on M&E tools to improve their performance and the performance of the Coalition as a whole. An external consultant facilitated the training. In early 2015 the Coalition will have assessed and evaluated the two years organizational performance.

2.5. Achievement under this Outcome

(a) General Achievements –See also Annexure One

- The Coalition conducted a financial training to its secretariat to equip them with financial knowledge.
- The finance personnel attended a regional financial training. Knowledge and skills obtained have been significantly useful in the finance department.
- The Coalition previous audited report was unqualified (clean report), which puts the Coalition in a good position.
- The Coalition managed to attain two donors and retain its current donors.
- The Coalition's BODs was able to resolve some of the key issues in this year and this brings an implication that the board is strong and independent.
- The Coalition gained public recognition; some stakeholders were referred to the Coalition for assistance.

(b) Challenges under this outcome

- Insufficient salaries and lack incentives to staff.
- Dependent on donor fund by 99% poses a financial risk.
- Insufficient funds to further M&E trainings to staff.
- Some donors are reluctant to support HRDs security.

(c) Way forward.

- Employing additional staffs to reduce to staff workload in order to increase efficiency and performance
- Continuous fundraising for the three years operational plan
- Conduct various professional training to staff

3.0 Conclusion

The Coalition implemented all the key planned activities such as organizational development, delivery of the security management trainings and execution of the protection support. In 2014 The Coalition successfully conducted the following advocacy activities: meetings with law enforces and members of the constituent assembly on the issues of HRDs recognition and protection; Universal Periodic Review (UPR) sessions on the implementation and monitoring of the accepted UPR recommendations; participation in various regional, national and international human rights forums and trainings on securing election process.

The Coalition managed to increase its visibility and relationship with stakeholders of diverse interest from within and outside the country. Today the Coalition jubilantly celebrates the end of two years, because the Coalition has a committed, well-experienced and dedicated secretariat. As a result the work of the Coalition is highly valued by its members, HRDs, donor and international community. After completion of the first two years of the strategic plan, the Coalition has developed a three years plan for better implementation of the strategic plan. At the time of writing this report the Coalition is engaged in raising funds for a successful implementation of the three-year plan.

4.0. Annexure One: *Achievement Per Strategic Outcome Area*

In this appendix the achievements as per the end of 31 December 2014 are shared per strategic outcome area. The overall goals and indicators for the same period are shown below however the Coalition will measure the achievement in 2015 – 2017.

Overall Goal	Indicator	Achievement status
The overall goal of the project is to contribute to the reduction of risks that human rights defenders face through promotion and protection of human rights defenders.	<ul style="list-style-type: none"> ○ Proportion of young people willing to become HRDs. ○ 50% of the cases of HRDs at risk taken up. ○ Reduced rate of attack to HRDs. ○ Reduced threats to HRDs. 	100% of the reported cases of HRD at risk are taken up; The Coalition will measure the achievement of the other goals in the coming three year period starting February 1, 2015.

The outcome indicators have been taken from the 2-year operational plan February 1, 2013 – February 1, 2015.

1.1 SUCCESS STORIES AND ACHIEVEMENT FOR OUTCOME ONE

OUTCOME ONE - ADVOCACY	
1. Legal, policy frameworks and practice addressing HRDs' issues and CSOs networking improved	
Outcome Indicator	Achievement Status
● Legal and policy framework for the human rights defenders in place by 2017.	The Coalition attempted to use the Constitution making process to include provisions recognizing and protecting HRDs and have built the needed foundation to increase Government commitment to Human Rights & good governance.
● Ratification and domestication of the international instruments addressing human rights defenders.	The Coalition engaged with CHRAGG to advocate for the ratification and implementation of the EAC Human Rights Action Plan, which has HRDs provisions.
● The process of domestication of the international instruments addressing Human Rights Defenders in place	<p>The coalition did not achieve this yet however among the biggest successes is being accepted by CHRAGG and our members to coordinate the Universal Periodic Review (UPR) monitoring process in Tanzania.</p> <p>The Coalition is working closely with its members and the Government to review the implementation status of the 107 UPR recommendations made in 3 October 2011.</p>

● Strategies for HRDs solidarity and networking in place

There are strategies in place to increase networking and sharing of information through social media.

The Coalition's website is user friendly with live blog which provides updates on situation of HRDs in Tanzania; the website has Facebook page and twitter direct link for simple navigation. So far by having website with over 2123 monthly visits from different continents and a four starred Facebook page with over 6974 likes, we can say we have managed to network and amplify the voices of HRDs in Tanzania.

40 media owners agreed to: (i) form solidarity between the Media Owners Association of Tanzania, and the Coalition in carrying forward the agenda of security for journalists in Tanzania; and (ii) that the established solidarity will also bring together other key stakeholders to implement established security strategies for journalists in their employment. The agreement is referred to as The New Africa Hotel Agreement and is signed on the 15th of May 2013.

● Negative Perception towards HRDs changed

Through building relationships and professional behavior and approach the negative perception towards HRDs is changing. Some examples are mentioned below.

In September 2014 the CHRAGG and its members allowed the Coalition to coordinate the Universal Periodic Review (UPR) monitoring process in Tanzania accepted. The Executive Secretary of CHRAGG, Ms Mary Massey, chaired a workshop on how to monitor the UPR process and promised to work in collaboration with the coalition for the sake of ensuring maximum enjoyment of human rights in the country.

The police force has agreed to introduce a focal person to work on HRDs security issues.

<ul style="list-style-type: none"> ● Relationship between HRDs and state organs improved. 	<p>Please refer to the above-mentioned improved relationship with the Chief Justice, CHRAGG and the police forces. Furthermore the relationship with MPs has been improved through our activities for the Constituency Assembly.</p> <p>It is through the workshop for the Constituency Assembly members that one MP supported the idea of establishing a special committee for HRDs. Honorable Beatrice Shelukindo promised to initiate the idea of Tanzania Members of parliament to have Committee for Human Rights Defenders.</p>
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OUTPUT 1.1

1.1 Engage the parliament and the government for improvement and enactment of the laws and policies for human rights defenders.

Output Indicators	Achievement Status
<ul style="list-style-type: none"> ● Number of advocacy strategy materials produced disseminated to the legislators (members of parliament) and the government engagement. 	<p>300 books entitled Space of HRDs in the new Constitution</p> <p>200 books entitled Role of Law Enforcers of protection of Human Right Defenders were distributing to police officers.</p> <p>Documentaries and a number of other publications were disseminated during trainings and meetings.</p>
<ul style="list-style-type: none"> ● Proportions of parliamentarians who are informed with human rights defenders knowledge. 	<p>During the workshops for the Constituent Assembly (CA) 50 permanent or temporary parliamentarians have been informed with human rights defenders knowledge. The workshop had a high impact since it led to a discussion in the CA (see next topic).</p>
<ul style="list-style-type: none"> ● Number of motions and recommendations forwarded by the parliamentarians 	<p>A week after the Coalitions workshop with members of the Constituent Assembly HRD issues became a topic of discussion in the CA after the Hon. James Mbatia posed the question to the Kenyan Consultant Mr. Wako with regard to whether Kenya Constitution has recognized HRDs. The Consultant was hired by Tanzania to advise the CA about the constitution making process.</p> <p>Former member of Constituent Assembly recommended that HRD should be recognized and protected in the new constitution.</p>
<ul style="list-style-type: none"> ● Number of the dialogue meeting with parliamentarians, law enforcers and the judiciary. 	<p>1 dialogue with parliamentarians</p> <p>2 dialogue with law enforcers</p> <p>Chief Justice was engaged as a discussant of the HRDs situation report during the launching of the HRD Needs assessment report.</p>

● Numbers of Ministers who are informed about the rights of HRDs	No mission for ministers has been undertaken however at the workshop 50 CA the chief guest was the Minister of Union Matters and the Vice Chair. Some ministers attended the workshop.
● Number of joint events with state officials and government institutions	2 police joint events were conducted whereby the police played a role in organizing the vents while the Coalition dealt with logistics and facilitations.

OUTPUT 1.2

1.2 International advocacy for ratification and domestication of international human rights instruments

Output Indicator	Achievement Status
● Number of the CSOs partnering with THRDC to advocate for ratification	More than 100 CSOs are currently partnering with THRDC as per the end of 31 December 2014 compared to 14 members in February 2013. Furthermore THRDC partners with CSOs who are not members like the Media Council of Tanzania and the Media Owner Association of Tanzania (MOAT).
● Number of human rights defenders issues taken into the accounts by the government.	The Commission for Human Rights and Good Governance chairperson and senior commissioners were appointed by the President Jakaya Mrisho Kikwete following a call by the Coalition on the 15th of December 2014 after the Commission had stayed for almost a year without having its senior leaders. The Minister of TAMISEMI showed cooperation after the Coalition had issued a call to condemn the banning of SIKIKA activities in Kondoia
● Domestication of the treaties.	No achievements yet, this will be realized in the coming three years.
● The ministries of the constitution and legal affairs initiate the process of ratification and domestication law.	No achievements yet, this will be realized in the coming three years.
● Number of the roundtable discussions held between the coalition and the ministry to address international treaties for human rights defender.	No achievements yet, this will be realized in the coming three years.
● Number of issues taken into the account by the government with regards to treaties that addresses international human rights defenders.	No achievements yet, this will be realized in the coming three years.

<ul style="list-style-type: none"> ● Number of advocacy strategy materials produced and disseminated nationally and internationally. 	<p>Security needs Assessment reports – 500, Defenders’ monitor – 1000, Space of HRDs in the new Constitution -200, 2013 Annual report – 300 2013 Situation of Human Rights Defenders – 300, Brochures – 1000, Calendars – 300, Total Number Of Produced Advocacy Materials – 3600, Total number Of disseminated materials not less than 3500</p>
<ul style="list-style-type: none"> ● Number of HRDs accessing regional and international human rights mechanisms. 	<p>The Coalition obtained observer status before African Commission of Human and Peoples Rights whereby with this status the Coalition is among few NGOs in the country which can submit reports on the situation of Human Rights Defenders as well as file complaints before the African Commission of Human and Peoples Rights.</p> <p>The number of HRDs accessing regional and international human rights mechanisms as per 31 December 2014 is unknown. Currently only 3 HRDs have observer status in the country.</p>

OUTPUT 1.3
 1.3 Advocacy for strengthening the capacity of law enforcers to address human rights defender according to law.

<ul style="list-style-type: none"> ● Level of satisfaction among the HRDs with law enforcement officers. 	<p>No measurement yet, this will be realized in the coming three years.</p>
<ul style="list-style-type: none"> ● Number of incidents affecting HRDs reduced 	<p>No measurement yet, this will be realized in the coming three years.</p>

OUTPUT 1.4
 1.4 Improving HRNGOs solidarity and networking both at national and international level

<ul style="list-style-type: none"> ○ Number of the CSOs partnering with THRDC to advocate for ratification and domestication of International Human Rights Instrument 	<p>More than 100 organizations</p>
<ul style="list-style-type: none"> ○ Number of HRDs issues taken into the accounts by the government 	<p>Tanzania after a long resistance agreed for HRDs to be included in the East African Human Rights Protection Plan</p>
<ul style="list-style-type: none"> ○ Number of HRDs accessing regional and international human rights mechanisms. 	<p>Six HRNGOs</p>

● A number of joint activities carried out by HRNGOs at all levels	10 joint activities
● A number of joint interventions	5 joint interventions with other Coalitions and Organizations to fund for medical treatment of a defender who was severely injured in a suicide bomb attack in Mogadishu and other interventions with LHRC, Frontline defenders, EHAHRD.
● A number of CSOs networks established	140 CSOs were enabled to network in the year 2014 during one event: the HRD day. In the coming three years THRDC will establish more networks.
● A number of HRDs interacting with development partners and UN human rights actors	80 HRDs interacted
● The space of CSOs in addressing issues of public interest	The space of CSOs to play this role has significantly increased. An example has recently been seen dealing with the Escrow scandal in 2014. It has been discussed in the CA and the newspaper. The public voices rose in the media and the civil society is still coming together to address the follow up of the issues.
● A number of joint trainings/meetings conducted at the regional and international level	3 joint meetings conducted at the regional level, more than two meetings at national level
● A number of invitations to HRDs in Tanzania to attend various regional and international forums.	100 invitations to THRDC

OUTPUT 1.5

Media coverage

○ Number of HRDs issues captured by the media	At least once a week electronic or print. The coming three years we will monitor the number of HRDs issues captured in the media systematically.
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1.2 ACHIEVEMENTS UNDER OUTCOME TWO

OUTCOME TWO- CAPACITY BUILDING

2. The media and HRDs capacity to effectively participate in the Human Rights Defenders' protection processes and address their rights of human rights defenders improved.

Outcome Indicator	Achievement Status
<ul style="list-style-type: none"> Number of (public) actions against violations of human rights defenders 	Media programs for NGOs and use of the media for people to understand the HRD concept
<ul style="list-style-type: none"> Number of the complaints filed against government officials increased. 	<p>NGOs report to THRDC and THRDC files the complaint to monitor the follow up. The number is increasing.</p> <p>We have no process for counting the number of complaints filed yet and will install a process to measure the number of complaints filed in the coming three years.</p>
<ul style="list-style-type: none"> Number of the citizens / relevant stakeholders participating in defending human rights increased 	THRDC successfully established referrals system and partnership with international protection organs like Frontline defenders, East and Horn Human Rights Defenders Project (EHAHRDP), Protection International, and other National coalitions.
<ul style="list-style-type: none"> Number of HRDs issues raised by the public through public hearings or media increased. 	The Coalition will start measuring this outcome in 2015 -2017.

OUTPUT 2.1

2.1 Existing and new human rights defenders are made aware of their rights and empowered to protect themselves.

Output Indicator	Achievement Status
<ul style="list-style-type: none"> The capacity level according to the set criteria. 	We need to develop a clear set of criteria to monitor the capacity of the HRDs to protect themselves.
<ul style="list-style-type: none"> Number of the issues monitored and reported by the HRDs 	News regarding the Coalition as a defense body are frequently covered and reported to the public perfectly.
<ul style="list-style-type: none"> Community perceptions on the quality of the services provided by the human rights defenders. 	<p>The number of membership requests is significantly increasing. HRDs are interested in attending trainings and meetings organized by the Coalition. This is a sign that the HRDs Community positively perceives the Coalition.</p> <p>The Coalition is getting more members, HRDs want to attend our meetings and training events and we are invited to their meetings and often get requests for consultation.</p>

<ul style="list-style-type: none"> ○ The quality of the reported issues improved by 2015. 	Journalists are now able to understand the difference between the work of promoters of human rights and those of the Coalition.
<ul style="list-style-type: none"> ○ Number of threats against HRDs reduced by 2015. 	To be measured in 2015-2017
<ul style="list-style-type: none"> ○ Number of human rights defenders empowered through security training programs. 	About 100 journalists have benefited from the physical and digital security training organized by the Coalition Participants acquired knowledge which is vital..
<ul style="list-style-type: none"> ○ The quality of interventions among HRD improved. 	The Coalition interacted with more than 400 HRDs.
<ul style="list-style-type: none"> ○ The quantity of the issues monitored and reported by focal persons increased. 	Focal persons reports to be published.

Output 2.2

2.2 The media practitioners are made empowered to protect themselves, monitor and report human rights abuses against HRDs

<ul style="list-style-type: none"> ○ Number of reports of the human rights issues against human rights defenders increased. 	The Coalition frequently receives media attention.
<ul style="list-style-type: none"> ○ Proportional of people with knowledge and skills regarding human rights defenders concepts. 	To be measured in 2015-2017
<ul style="list-style-type: none"> ○ Level of the journalists' capacity according to the set criteria. 	To be measured in 2015-2017 The Coalitions capacity is increasing and its work has positively yielded quick results. For example participants of the digital security training that was jointly organized by THRDC and EHAHRDP practically shared the acquired knowledge with their fellows. A good example being the Organization of Journalists against Drug Abuse and Crimes (OJADACT) which organized a training in Mwanza for the purposes of sharing the acquired knowledge to their colleagues.
<ul style="list-style-type: none"> ○ Number of educative and advocacy programs conducted/released. 	More than 400 HRDs benefited from THRDC trainings and educative programs.
<ul style="list-style-type: none"> ● Number of press conferences/statement conducted. 	About 30 press conferences / statement release issued on various incidents involving human rights violations
<ul style="list-style-type: none"> ● Level of satisfaction with accessibility and contents of materials provided through media. 	To be measured in 2015-2017 However, the Coalition has been receiving positive feedback from some of its readers.
<ul style="list-style-type: none"> ● Number of TV and Radio programs aired. 	To be measured in 2015-2017
<ul style="list-style-type: none"> ● The number of security incidents towards journalists reduced 	We have no process for properly measuring this outcome indicator. We will prepare for measuring in the coming three years.

Output 2.3

2.3 Human Rights Defenders are empowered in modern human rights ideas, international human rights systems and mechanism as part of continuing education for HRDs

- The increase of Human Rights NGOs with sound financial management systems
- The Coalition organized two Financial Management trainings.
- The capacity of HRNGOs to fund raise and sustain donors increased
- To be measured in 2015-2017
- The number of HRNGOs with Financial sustainability increased
- To be measured in 2015-2017

Output 2.4

2.4 Human Rights Defenders are empowered in modern human rights ideas, international human rights systems and mechanism as part of continuing education for HRDs

- The number of HRNGOs attending international and regional human rights mechanisms maximized
Five Coalition's members attended various international and regional human rights mechanisms.
- The number of new human rights ideas and principles included in HRNGOs programs
The THRDC introduced the following new human rights ideas and principles in the programs: security for HRDs, digital security for journalists and bloggers. Furthermore the following new thematic groups have been identified: SOGI, PRDs and rights of defenders working extractive industry

1.3 ACHIEVEMENTS UNDER OUTCOME THREE

3.1 STRATEGIC OUTCOME THREE -PROTECTION	
3.1 Protection mechanisms established and accessed by HRDs at risk	
Outcome Indicator	Achievement Status
<ul style="list-style-type: none"> The capacity of HRDs according to the set criteria 	Refer to output 2.1
<ul style="list-style-type: none"> Number of human rights defenders empowered with self protection mechanisms 	Since the Coalition established Self Protection mechanism for Tanzanian HRDs, one among the success is the fact that most HRDs and CSOs have now developed various skills, capacities and strategies which allow them to improve the level of their self-protection. Good example for the year 2014, four members of the Coalition developed their own organizational security policy.
<ul style="list-style-type: none"> Number of human rights defenders benefited by protection mechanism 	The Coalition supported over 15 HRDs in terms of legal, short term reallocation and evacuation, these supports have made human rights defenders who were at risk to mitigate their risks and be able to get back to work.
<ul style="list-style-type: none"> The rate of attack of human rights defenders reduced. 	To be measured in 2015-2017
<ul style="list-style-type: none"> Number of issues jointly monitored and intervened for by the networks and partnerships 	<p>The Coalition successfully established referral system and partnership with international protection organs like Frontline defenders, Protection International (PI), EHAHRDP, Protection International, and other National coalitions.</p> <p>The protection desk has gained recognition and reputation of working with International stakeholders such as EU emergence grant. The Coalition obtained two referrals from Frontline defender, Protection International. EHAHRDP requested the Coalition to conduct a case assessment from HIVOS.</p>
<ul style="list-style-type: none"> Number of social and legal advice offered by the Coalition to CSOs in need. 	<p>The protection desk has received 76 different claims/cases being attacks, arrest, tortured, malicious prosecution etc. Security incidences differ from one the matic group to the other, all incidences have been documented under the protection data base.</p> <p>The Coalition has reached 37 HRDs in terms of Legal protection support, evacuation and reallocation support, referrals support, medical support and technical support.</p>
<ul style="list-style-type: none"> Responsive mechanism in place and accessed by HRDs 	<p>The Coalition has successfully established and maintain protection desk for the first time in Tanzania. The desk is responsible for the assessment of emergency cases with respect to HRDs at risk, resource allocation for their assistance as well as providing administrative and legal support to HRDs under the protection programme.</p> <p>Since its establishment two years now, The Coalition is recognized for its quick and effective help to HRDs at risk.</p>

OUTPUT 3.1

3.1 Established Self-protection mechanisms for HRDs.

Output Indicator	Achievement Status
● The capacity of HRDs according to the set criteria.	Refer to output 2.1
● Number of human rights defenders empowered with self-protection mechanisms.	To be measured in 2015 - 2017
● Number of HRDs protection desk beneficiaries.	The Coalition has reached 37 HRDs in terms of Legal protection support, evacuation, reallocation support, referrals support, medical support and technical support.
● The rate of HRDs attacks.	To be measured in 2015-2017
● Number of issues jointly monitored and intervened for by the networks and partnerships.	Refer to the above
● Responsive mechanism in place and accessed by HRDs	Refer to the above

OUTPUT 3.2

3.2 Established an emergence, protection fund for HRDs at risk

Output Indicators	Achievement Status
● Number of social and legal advice offered by THRDC to HRDs in need.	The Coalition successfully provided legal protection o 37 HRDs.
● Number of social and legal advice offered by THRD-Coalition to HRDs in need.	Refer to number 3 above
● A number of HRDs who need medical support	The Coalition provided medical support to an injured journalists.
● A number of HRDs who have been evacuated relocated and/or evacuated	The Coalition has supported 6 HRDs in short-term reallocation and evacuation.

1.4 ACHIEVEMENTS UNDER OUTCOME FOUR

OUTCOME FOUR- INSTITUTIONAL BUILDING

4. Improved performance and sustainability of the Coalition

Outcome Indicator	Achievement Status
● Level of adherence to the principles, values and regulations of the organization.	The board, staff, donors, suppliers and beneficiaries follow the Coalitions principles and regulations.
● Types and issues identified for human resources development.	The human resource policy has been used in day to day activities of the organization
● Level of objective realization by staff by 2015	The objective of the Coalition is well known to each staff and each act as a trademark to the Coalition. The staff objectives are aligned with the Coalition objectives and have been realized for the past years.

<ul style="list-style-type: none"> ● Level of the compliance to the work plans by staff by 2015 	<p>Level of compliance has increased as each staff complies with human resource manual and regulations. Furthermore the staff delivered as per the work plan: in time and within the budget.</p>
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OUTPUT 4.1

4.1 Ensured availability of human resources and performance improved

Output Indicator	Achievement Status
<ul style="list-style-type: none"> ● A number of qualified and committed staff 	<p>Two staff were employed in 2014 at the moment all positions are filled with the right quality of staff.</p>
<ul style="list-style-type: none"> ● Performance Appraisal systems in place 	<p>Performance appraisal has been conducted after every six months of the year.</p>
<ul style="list-style-type: none"> ● Level of staff adherence to human resource policies and office regulation 	<p>Each staff has a copy of human resource policy as a remainder of the office regulations. Staff adheres to the policies and regulations.</p>

OUTPUT 4.2

Ensured organizational development and good management

<ul style="list-style-type: none"> ● Level of adherence to organizational management principles 	<p>All management meetings have been conducted monthly and decisions have been timely shared with stakeholders. Actions have been followed up on time.</p>
<ul style="list-style-type: none"> ● The level of transparency and accountability 	<p>The Coalition works in non-discriminatory nature is transparent to all its stakeholders and partners.</p>
<ul style="list-style-type: none"> ● The level of trust the Coalition among members and the donor community 	<p>Collaboration with different stakeholders in conducting coalition activities, meetings and networking. The trust is reflected in the fact that no member has resigned and the membership number is increasing. Furthermore all members pay the member fees in time. The donor community is very interested in our work.</p>
<ul style="list-style-type: none"> ● The reputation of the Coalition Increased 	<p>Publicity of the Coalition has increased. The Coalition is now invited to attend several meetings. The media uses the Coalition Coordinator as an opinion leader. Others' have been impressed by our performance during the constitution process.</p>

OUTPUT 4.3

4.3 Ensured availability of financial resources and improved financial management

● There is accountability and transparency in decisions and finances by 2017	The level of transparency and all decisions are made unbiased.
● There is participation and non-discrimination of staff by 2017	Each staff has managed to attend financial training to increase knowledge on the financial perspective.
● Level of adherence to internal control systems	Accounting software has been used in recording financial information and an internal control system has been adhered to.
● Level of adherence to financial regulations.	The Coalition complies with the general accepted accounting principles.
● Amount of financial resources mobilized increased from \$100,000 for 2012 to \$ 2,000,000 for the budget by 2017.	The coalition managed to collect 65% of the total revenue budgeted for the year and some donors have funding interest for the coming three years.
● Timely submission of financial and other related reports to the management, Board members, donors and public at large.	Financial reports are submitted timely according to the donors' instructions.

OUTPUT 4.4

4.4 Established and ensured improved governance

● All the statutory meetings of the Coalition are successfully conducted by 2017.	Four planned board meetings and one ad hoc meeting were conducted.
● THRDC auditor's report confirms accountability and transparency.	We have an unqualified audited report for the year 2013.
● Code of ethics in place and implemented.	The organizations code of ethics is maintained and each employee's professional ethic is complied.
● Performance and skills of THRDC Board of Directors improved by 2017.	Board performance appraisal was conducted for the year 2014 through a structured facilitated self-assessment process. The Board performance was found to be high.
● Affirmative action is taken to ensure fair representation on board and staff.	The board is unbiased and independent in decision making. The board represents both gender and various thematic groups. Furthermore the board members have a variety of professional backgrounds.

OUTPUT 4.5

4.5 Functioning M&E system and baseline indicators in place

● Number of management decision informed by M&E.	The Coalition has managed to form a log frame that is used for organization activities.
● The Coalition has comprehensive baseline information to measure results.	The need assessment survey Conducted has sighted out different problem facing HRDs and provided baseline data. In future we will monitor progress against the baseline data.
● M& E tool in place	The Coalition was able to produce different report formats basing on the M&E guidelines given in the M&E training conducted. For the coming year the Coalition will further improve the M&E and further embed M&E in our processes and systems.



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