



ANNUAL REPORT 2018

Everyday Justice for Everyday Problems



JANUARY – DECEMBER 2018

Picture Cover Page:

Mwanamvua Kibwana, a widow from Korogwe, Tanga, lost her inheritance rights after her husband passed away. Paralegals helped her reclaim her property from her late husband's relatives which included a milling machine which she uses as source of income.

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ABBREVIATIONS

ACT-DLR	Anglican Church of Tanzania Diocese of Lake Rukwa
AICIL	African Institute for Comparative & International Law
BAK-AID	Bakwata National Hiv/Aids Program
CCT	Christian Council of Tanzania
CELG	Centre for Environmental Law & Governance
CEO	Chief Executive Officer
CHRAGG	Commission for Human Rights & Good Governance
COEs	Centers of Excellence
CRC	Crisis Resolving Centre
CSOs	Civil Society Organizations
CWCA	Centre for Widows & Children Assistance
DANIDA	Danish Development Agency
DFID	Department for International Development
DQA	Data Quality Assurance
EDs	Executive Directors
ENVIROCARE	Environmental Human Rights Care & Gender Organization
ERP	Enterprise Resources Plan
EU	European Union
FAWOPA	Faidika Wote Pamoja
FRAL	Foundation for Research & Assistance in Law
GBV	Gender Base Violence
GPRP	Grantees Peer Review Process
JSDV	Jamii Salama Development Volunteers
KAESO	Kaengesa Environmental Conservation Society
KASODEFO	Kawiye Social Development Foundation
KIVULINI	Kivulini Women's Rights Organization
KWIECO	Kilimanjaro Women Information Exchange & Consultancy Organization
LAN	Local Area Networking
LAPs	Legal Aid Providers
LASWA	Legal Aid & Social Welfare Association
LEAT	Lawyers Environmental Action Team

LGAs	Local Government Authorities
LHRC	Legal & Human Rights Centre
LIWOPAC	Lindi Women Paralegal Aid Centre
LRM	Local Resource Mobilization
LSF	Legal Services Facility
MACSNET	Manyara Regional Civil Society
MBEPACE	Mbeya Paralegal Aid Centre
MCT-SWP	Moravian Church in Tanzania South West Province
MHOLA	Mama's Hope Organization for Legal Assistance
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania
MKURABITA	Mkakati wa Kurasimisha Rasilimali na Biashara Tanzania
MoCLA	Ministry of Constitutional & Legal Affairs
MPLC	Morogoro Paralegal Centre
NACONGO	National Council of NGOs
NBS	National Bureau of Statistics
NELICO	New Light Children Centre Organization
NGO	Non-Governmental Organizations
NNTs	New Naturalized Tanzanians
PACESHI	Paralegal Aid Centre Shinyanga
PADI	Tanzania Mission to the Poor & Disabled
PDF	People's Development Forum
PIRO	Pemba Island Relief Organization
REA	Rural Electricity Agency
RMOs	Regional Mentor Organizations
ROCA	Rapid Organization Capacity Assessment
SDGs	Sustainable Development Goals
SEMA	Sustainable Environmental Management Action
TACCI	Tanzania Community Civil Initiative
TAMWA	Tanzania Media for Women Association
TANESCO	Tanzania Electric Supply Company Limited
TAPANET	Tanzania Paralegal Network
TAWLA	Tanzania Women Lawyers Association
TEWOREC	Tanga Elderly Women Resources Centre
TLS	Tanganyika Law Society
TOT	Trainer of Trainee
TPCF	Tanzania Pastoralist Community Forum
TRA	Tanzania Revenue Authority
UNESCO	United Nations Educational, Scientific & Cultural Organization
UNICEF	United Nations Children Fund
UWZ	North Unguja Zanzibar Association of the Disabled
VEOs	Village Executive Officers
WEOs	Ward Executive Officers
ZAFELA	Zanzibar Female Lawyer Association

EXECUTIVE SUMMARY

In 2018, the LSF continued to implement the access to justice programme which is a key component of the legal empowerment. A key player in of the LSF legal empowerment approach is the paralegals. In 2018, the LSF observed an important milestones in strengthening and the growth of paralegals in the whole process of making sure Tanzanians access justice. The LSF staff, paralegals and the regional mentor organisations are vital part of the programmeservice delivery to communities. It is clear from te programme on set that the LSF wants paralegal centres to be a place where communities can be safe, trusted, supported and involved. Through legal empowerment approach, we want our communities to feel themselves capable of resolving their own disputes, engage and shape the law.

For the year 2018, the LSF continue to work with the access to justice programme at the same time reposition itself towards fulfillment of statutory obligations required for a company limited by guarantee. As a starting point, the LSF made a significant shift on its accounting system. The organisation shifted from cash-based accountng system to an accrual basis accounting system in order to conform with tax laws and other necessary financial regulations relevant to organisations registered as companies. The change necessitated the needs for filing the annual returns with TRA. The LSF witnessed and improved performance in terms of people reached through legal aid, legal education and in data collection. From the reported data direct legal aid service was rendered to 76513 clients (males 38415 and 38098 females). This is equals to 109% of the annual target of 70,000 clients for 2018. Through legal education a total number of 3,052,186 persons (1,373,484 men and 1678702 women) reached by paralegals. This represents 122% of the 2018 annual target of 2.5 million persons.

Paralegals worked with 6,536 community groups (VICOBA, VIBATI & other income generating groups). This is equivalent to over ... % of the annual target of 3,500 groups. (3,268 are women only groups).

CHRAGG reached 802 formal leaders (LGAs) of which 462 were males and 340 females. Paralegals and RMOs oriented 406 informal leaders (traditional and religious leaders) of which 224 were males and 182 females. Informal leaders were trained to understand roles and duties of paralegals in the community. Informal and formal leaders at lower level are the key collaborators of paralegals in resolving disputes.

Notable development for 2018 included the following:

i. Strengthened Collaboration with the Government

The LSF strengthened its collaboration with the government particularly with the Ministry of Contitution and Legal Affairs (MoCLA), Ministry of Home Affairs, Ministry of Health, Community Development, Gender, Elderly and Children, Parliament (Bunge) Committees and TAMISEMI. The LSF supported activities implemented by the Ministries and some of its departments for example the Community Development Directorate. Collaboration was also strengthened with Ministry of Constitutional, Legal Affairs, Public Service and Good Governance of Zanzibar, The Ministry of Labour, Empowerment, Elders, Women and Children (MLEEWC) and the House of representatives. The LSF is continuing to support legal aid legislative process in Zanzibar. Strategically the LSF also collaborated with NaCoNGO in reviewing the NGO policy. The policy was already tabled to the responsible Minister waiting for his signature and being gazetted.

ii. Prepared paralegals for registration and certification

The LSF in collaboration with MoCLA, the Law School of Tanzania (LSF) and the Tanganyika Law Society, organised refresher trainings to paralegals. Refresher training is a condition for paralegals registration and certification. The trainings was conducted to all paralegals. MoCLA is in the process of preparing certificates and identity cards for 3700 paralegals attended refresher training.

iii. Completion of the Online System data collection design and inclusion of the NBS amendments

Data provides LSF with the opportunity to better understand and improve access to justice through paralegal work. It helps LSF effectively evaluate the programme for the needy communities. It helps LSF decide when and where to intervene and who to help with its work. Capturing better data and having the ability to analyze what it's telling LSF is an increasingly important tool for the LSF. It's not a substitute for leadership, nor is it a substitute for making hard decisions. Data doesn't create options; analysis of data helped LSF to better understand what our options are. It informs policy and operations to help LSF make better decisions. Knowing that in mind, the LSF finalised the design of the online system data collection. The system started to be utilised by grantees in September 2018. The online data collection system incorporated inputs and amendments received from the National Bureau of Statistics. The amendments provided for by NBS intended to capture some indicators of Sustainable Development Goals. Once uploaded, NBS will issue the certification. The certificate will allow LSF data to be used by different stakeholders including NBS in monitoring legal aid provision and SDGs 5 and 16.

iii. Continued with Grantees Capacity development

Capacity development remains to be an integral part of the LSF. The LSF build the capacities of its grantees and paralegals on financial management issues, monitoring, project cycle management and local resource mobilisation. LSF and RMOs used training workshops, paralegals exchange visits, peer learning and mentoring and coaching. Through those activities, the LSF was able to develop grantees skills and knowledge.

iv. Grant making and grant Management

The LSF managed both project grants and activity grants. Activity grant entails grant given to implement a particular activity and are normally given to the government/ministries department. For the activity grant the LSF managed a total of TZS 210 million disbursed from January to December 2018. This make a total of 7 billion disbursed to grantees from January to Sept 2018. Grant management was possible through increased number of grantee visits, ensured compliance with good fiscal practice and regulatory and statutory requirements, and improved grantees' service delivery to clients.

v. Engaged in Fundraising

As a basket fund with only two contributors, the LSF tried to find other donors to contribute to the basket fund. For 2018 the LSF developed a concept note that was shared with CIDA Global Affairs, Canada. This concept note presents three dynamic areas for intervention, to which the LSF will work with. These areas are (1) coping with or extending limited civic space, (2) fostering credible general elections in 2020,

promoting female and youth participation and (3) amendment of laws, policies and cultural practices which are discriminatory for women. The LSF is still waiting for further response from CIDA.

vi. Launch of 'Siyo Tatizo tena' Campaign

The other areas where we have performed well through the year include real progress in publicizing the work of paralegals to the government and to the public in general. The campaign played major role in informing members of the public on where to go when they have justice problems. It is an on- going campaign that will continue up to next year.

vii. Administration and Human Resource

For 2018 the LSF focused more on the recruitment of the LSF CEO. As we all know that the incumbent CEO will retire next year. The recruitment process is proceeding well though the results will be known next year. Despite CEO recruitment, the LSF build the capacities of its staff on various field relevant for their professional growth and for the LSF.

A major challenge in the reporting period was the delayed implementation of the CHRAGG activities caused by cumbersome government procedures on receiving money disbursed from the LSF on time. The challenge will be resolved by a change of the project implementation modality in which RMOs will deal with logistics issues and CHRAGG with the training delivery to lower LGAs.

Challenges faced

Despite the narrated achievement still there were number of challenges facing the programme. Major noted challenge noted was that of limited computer knowledge which hinders proper use of the online data system in reporting. With training support from RMOs and the LSF, gradually paralegals will improve their computer knowledge and be able to effectively use the online data system. Commencement of paralegal training is yet to be known though the training curriculum and training manuals appear to be completed. It is the LSF hope that MoCLA will issue clarity on the paralegals training.

THE FIRST LSF CEO DEPARTURE

It is worth to note that this is last Annual Report of the 1st LSF Chief Executive Officer and Secretary for the LSF Board, Mr. Cornelius Livinus Groenendijk aka Kees Groenendijk. As the first CEO, the LSF is proud and indebted to him, for the incredible work done to this country in making sure that all Tanzania access justice. Managing and delivering such a huge programme with diversity of paralegal services for Tanzanians has been achievable because of the great team you built over the years. The LSF team, grantees and paralegals sincerest thank you.!

SECTION ONE

1. STRATEGIC ISSUES AND GOVERNANCE

The government is focused on supporting people to improve their social well-being. We know there's a clear relationship between positive social and access to justice sector outcomes. This is why the LSF work closely with other sector agencies to understand the complexity of peoples' lives and their interactions with paralegals and the justice system in general. Social factors, like family disputes, community and peers, education, housing, economic status, violence against women and children, can lead to community unrest due to lack of peaceful mind think for its future development.

LSF's notable strategic issues for 2018 included the strengthening collaboration with different access to justice actors specifically the Ministry of Constitution and Legal Affairs (MoCLA) and the National Bureau of Statistics. Collaboration with MoCLA was strengthened through meetings. Due to the presently existing strong collaboration with MoCLA, the LSF supported MoCLA's field visits to the lake zone, Mtwara and Manyara based RMOs and their paralegal units. The visits were helpful in terms of the Ministry building up a better understanding how paralegals are working as volunteers.

As part of implementing LAA by having assistant district registrars of legal aid providers appointed and oriented on various legal aid issues, the LSF supported the training of assistant registrars in Southern Highland regions. The assistant registrars will coordinate the work of paralegals at district level and report to the Registrar of Legal aid providers at national level.

Though there are no clarity from MoCLA on the modalities for training new paralegals, a refresher training for a total of 2,612 paralegals (1477 males and 1135 females) was conducted. The refresher training was organised by the LSF in collaboration with MoCLA, Law School of Tanzania and TLS. The training is a fulfillment of the of LAA condition for registering and certification of paralegals. Trainers were identified from the organisations providing legal aid services and previously trained paralegals. TLS remained with the task of training trainers of paralegals but under the coordination of legal aid Registrar.

Collaboration with the Ministry of Home Affairs was on a project called human trafficking where LSF is a Task Force member. It is well known that Tanzania is a source, transit, and destination country for men, women, and children trafficked for the purposes of forced labor and sexual exploitation. The project helps the LSF to get more insight on women and human trafficking in general and use paralegals to raise awareness on the matter. The LSF in collaboration with the Ministry of Home Affairs finalised the fact finding report on the New Naturalized Tanzanians (NNT) for Katumba, Ulyankulu and Mishamo, and several meetings followed with number of actors in Two regions of Tabora and Katavi and the funding support will be advanced in early next year.

The LSF continued to enjoy a highly useful relationship with the contributors to the basket fund. Both sides invest time and efforts in building trust and maintaining healthy lines of communication. The basket fund contributors continue to enhance learning within the LSF leading to improved programming and reaching the desired outcomes. Though with the DFID move to shift the LSF under the KPMG funding management, the LSF is still optimistic about the future collaboration with DFID.

For the EU funding, it is not clear when the government will sign the agreement (the final approval) thus causing the whole EU funding to not be certain to date, LSF continues to follow up with respective bodies.

Another key development during the reporting period includes the start up of a DFID consigned forward looking consultancy based on an appraisal of the social and economic benefits the LSF funded intervention creates and how this can be improved in a comparison of different future funding scenarios. The appraisal

is a key tool for increasing value for money. The consultant examined alternative uses of resources, makes an assessment of needs and objectives, executes a cost-benefit analysis, looks into data collection modalities and other factors relevant for DFID to take decisions for future LSF funding. The general findings show that it is difficult to show impact of legal education by the programme, hence the finding recommends on four key strategic options for DFID to follow: (i) **Stop funding LSF**, which they believe many people will miss paralegal services but paralegals may still be providing services at their best (ii) Scenario two, what called Business as usual, in which investment should be done in M&E system for quantifying the value for services to justify value for money to the programme; (iii) The consultant do not believe there is a strong case for **additional investments** to enable LSF to seek **alternative funding**, hence alternatively government justice mechanism could be the best way to funding, and lastly, to have **significant expansion** because all the analyses with all the valuation options show a positive return to substantial expansion as it will lower the unit costs of assistance to each case.

The LSF is making a good progress on its journey to becoming an organisation that turns data into insight and insight into action. More effective use and integration of LSF allows the LSF and its grantees to improve services and try meet public demand for legal aid services. In efforts to make sure the collected data is used by other legal aid actors, the LSF contacted the National Bureau of Statistics (NBS) to check as to whether the tools and methodology used in data collection are reliable, for being certified. The process made an overhaul of the system and after review of our methodologies and reporting tools, the effort was made to incorporate the amendments into the system by the end of the December. In 2019, the paralegals will be trained on new amendment and the feedback will be presented to NBS for final review of the system and issue the certificate that will mark the acceptance of LSF data to be used at national level. This will be important for enhancing the LSF profile by reaching a larger part of policy and decision makers and thus for better LSF performance toward reaching its goals and contribute to the sustainability of legal empowerment.

The LSF successfully organized sessions with two Bunge committees namely: Social Welfare Services and Constitutional and Legal Affairs committees in Dodoma to engage parliamentarians in advocating for access to legal services to the needy. As outcome of the meetings the MPs pledged to continue working with paralegals as well as those who knew about paralegals for the first time during the meetings promised to take action to support their work and make it sustainable. All of these and similar events were fully featured in the media.

The LSF is grateful for the continuous support received from its donors. However; the LSF, still facing enormous unmet need for legal services for the poor all across the country, LSF require more support—much more. Throughout the year, LSF was keen in raising public awareness on the need support legal aid and access to justice programme in general and the LSF's important role in addressing it.

1.1 The Annual Report Overview

This report covers activities implemented from January to December 2018. In the process of implementing its activities and making sure Tanzanians access justice, the LSF is working closely with MoCLA in rolling out the Legal Aid Act, 2017, the Tanzania Vision 2025, MKUKUTA and MKURABITA on legal empowerment of the poor. The LSF is also taking part in implementing Sustainable Development Goals (SDGs), in particular, goal 5¹ and 16². The LSF work focuses on what has been implemented under the four results areas namely:



Paralegals in Musoma have helped women organize into groups to engage in entrepreneurship as seen above at the market centre in Musoma town

(i) Accessibility of legal aid services, in particular for women,

(ii) Legally empowered communities, in particular women,

(iii) A conducive environment for the provision of legal aid and legal empowerment and

(iv) Sustainability of legal aid and legal empowerment.

1.2 Notable Achievements per Results Areas

Main achievements for 2018 were:

Accessibility of legal aid services: direct legal aid was rendered to 76,513 clients (male 38,415 and female 38,098). This is equals to 109% of the annual target of 70,000 clients for 2018.

Legally empowered communities: legal and human rights awareness activities through meetings and groups reached a total of 3,052,186 persons (men 1,367,497 women 1,684,689). This represents 122% of the 2018 annual target of 2.5 million persons.

Paralegals worked with 17,225 community groups (VICOBA, VIBATI, & other community groups). This is equivalent to over 100% of the annual target of 15,000 groups. 6,536 of the groups being women's groups

¹ . Achieve gender equality and empower women and girls.

² . Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.

Conducive environment for provision of legal aid and legal empowerment: CHRAGG played a major role in linking paralegals and LGAs at the local level. Collaboration of actors at the lower level (paralegals, WEO, VEO, councilors, ward tribunals) proves to be effective for the communities to timely access justice. Eight (13) regions with 90 districts benefited from the trainings from CHRAGG. A total of 402 ToT to train WEOs have been trained. During the reporting period, a total of 6,743 formal leaders (4030 male and 2723 female) and informal leaders (traditional and religious leaders) 3,599 (1220 male and 1199 female) trained to understand roles and duties of the paralegals in the community. Both formal and informal leaders trained on gender-based violence and its effects, women rights, human rights, the rights of the child and leadership skills.

Sustainability of legal aid and legal empowerment: The consultant completed their work and submitted the final draft report which was then cemented by inviting KCDF from Kenya to share their experience on different modality of sustainability approaches used by them. However, the work still ongoing and in the coming year more deliberate effort will be done to accomplish the good work on offer. Further to sustainability lee way, a Business Development and Communications unit was strengthened by employing the manager who will support the agenda of sustainability and look for more partners.

In early first quarter, all M&E personnel, two from each of the RMOs were trained on Result-based management and online system. On top of what reported by RMOs in each quarter on capacity building they offer, by the end of December almost all paralegals were exposed to different type of capacity building. For the local resource mobilization approach already LSF trained to 3386 (1,653 female and 1733 males). The local resource mobilization seems attractive, because the total number of paralegals benefitted exceeded even the active paralegals documented in the paralegals' refresher training. Other capacity including M&E/ online system, peer learning, Good governance, and financial management skills.

SUCCESS STORY

11-year-old Habibu goes back to school after paralegal intervention

Child maintenance is one of the challenges facing most children in Zanzibar. This has caused a number of massive dropout in schools with many children failing to complete standard seven.

Habibu Abdulah, 11, a disabled student at Michakaini primary school in Chakechake Pemba, whose parents decided to drop him out of school due to unfriendly conditions. Not only at school but Habibu faced amost similar problems at home after his parents crashed frequently whether he should continue with school or not.

Habibu, who is blind, was not getting enough support from his parents as well teachers which included lack of right equipment to help him study such as reading and typing machine.

Halima Sultani, 38, Habibu's teacher, decided to follow up the matter and went to his home to talk to his parents. She was told that Habibu could not go to school due to his disability (blindness) as he could not walk from home to school which is an hour-long walk distance.

“I went to the local authorities but the Sheha (of Michakiani) advised me to seek one Riziki who is a paralegal and that she might help solve the problem and I did so,” says Halima, the teacher. She made a phone call to Riziki who promised to visit the teacher at school.

Riziki met Halima, the teacher, and she revealed that Habibu was not going to school due to his disability and also due to the lack of cooperation from his family since her mother uses his disability as a means of getting money.

The mother upon hearing that there are grants from any institution for the people with disability, she could go with his son but not with the intention of helping him but to get money for herself.

The paralegal went to Habibu’s home to meet the parents. His father told her that the condition of his family is poor so he failed to provide some facility for helping his son during the study and even when he is going to School.

Riziki provided legal education to Habibu’s parents on human and children rights and that Habibu has the right to quality education and he needs their support to achieve his dreams. The paralegal went a step further and managed to convince the education authorities at the local government who provided a braille to Habibu to help him to type his work.

“I want to study up to university and become a teacher so that I can help other children to achieve education and become important people in our society,” says an ambitious Habibu who is now in standard three. Habibu is now back to school and Riziki and the family have arranged a better plan to make sure he gets to school and comes back safe at home. His performance in class has improved compared to the situation before.

SECTION TWO: PROGRAMME IMPLEMENTATION

2.1 Introduction

The 2018 was the year where the LSF programme major trajectory took shape. The LSF conducted the programme review involving all partners focusing on the programme improvement. The programme review resulted into adjusting the LSF programme targets and approaches used in implementing the programme. The review aimed at making the LSF programme more relevant to the public and to its donors and to the government in general. The LSF committed new programme targets will lead effective and efficient implementation process up to the end of phase 2 of the programme in 2021. Besides, in 2018 most of planned activities were successfully executed.

The year started by the annual Leadership Workshop involving 29 CEO’s/Executive Directors and Chairs of the Executive Committees or Governing Boards of grantees from Tanzania Mainland and Zanzibar. Embracing results-based funding approach was the main theme of the workshop. The meeting leads to considerable remarks on the annual programme performance. The remarks raised was from the escalated number of the people reached through one to one legal advice and on the legal education. This showed an improved legal aid services rendered by paralegal through RMOs support.

On the grant side, the LSF managed 39 grants and 172 indirect sub- grants, 4 strategic grants and activity grants for both Tanzania mainland and Zanzibar. Moreover, technical and financial was given to MoCLA through the Law School of Tanzania when developing the paralegal training manual.

Implementation of the strategic grant delayed due various reasons that included among other things for CHRAGG, government procedures for funds disbursement takes too long, for ENVIROCARE, TLS and TAPANET the LAA affected their projects thus necessitated projects review and repositioning. Most of the strategic grants' projects started implementation and the 3rd quarter of 2018.

The LSF team and the RMOs used different approaches to build the capacities of the paralegals. Technical support, implementation of the paralegal capacity development plans, monitoring visits, mentoring and coaching, financial literacy and orientation on the Legal Aid Act of 2017 used supporting paralegal units/organizations. The delivered capacity development to paralegals showed positive results towards achieving the LSF outcomes and pave way for longer sustainability of paralegals.

Successful development of paralegals training manual led to organization of the paralegals refresher training which took place at the end of the year.

On or about September 2018, paralegals started reporting using online web-based system with promising excellent results for real-time data capturing, analysis and reporting. However; some paralegals failed to enter data in the system due to limited computer knowledge. Another draw-back was caused by NBS amendment to the online system for inclusion of SDGs indicators. The NBS amendment made the whole system to be amended thus caused delays in terms of data entry on the part of paralegals and necessitated reorientation of the online system usage to paralegals. The system is now on use and presentation to NBS for approval and certification will take place next year during CEOs workshop.

For the buy-in and creation of good environment to paralegals, the LSF successfully organized 2 sessions with two Bunge committees namely: Social Welfare Services and Constitutional and Legal Affairs committees in Dodoma to engage parliamentarians in advocating for access to legal services to the needy. As outcome of the meetings, first it was known that not all MPs were aware with the existence of paralegals but a promising number of MPS confirmed not only to know but also work closely with paralegals in their constituencies. All of these and similar events were fully featured in the media.

2.2 PROGRAMMME MANAGEMENT

2.2.1 Zanzibar Program Support beyond RMO's

For Zanzibar, the LSF supported the national discussion for the review of the draft Legal Aid Bill through the Ministry of Constitutional and Legal Affairs, Civil Servants and Good Governance of Zanzibar. As a result, the House of representative enacted the Zanzibar Legal Aid Act 2018. Both Tanzania mainland and Zanzibar now have legal aid laws, however Zanzibar also has legal aid policy which Tanzania mainland does not have.

2.2.2 The Urban Legal Empowerment Pilot Projects

June marked the end of a one-year pilot project for urban legal empowerment in Dar-es-salaam. The final projects evaluations demonstrated the need for having multi-faceted model for urban legal empowerment approach to provide good solutions, enforce social change and effectively resolve legal and other justice problems facing poor urban communities. The approach has shown good results in enforcing environmental laws in the urban project areas led by LEAT in which number of bylaws enacted and enforced. For improving good housing contracts in the mostly unregulated urban tenancy market TAWLA made considerable understanding to tenants and house owners on the law governing rents. Additionally, good number of clients with legal problems received legal services through one-stop legal aid center which was pioneered by CRC with number of referrals from other partners. The Centre had doctors, legal officers, social workers, and the Police gender desk.

The evaluation of the urban legal empowerment recommended further that, that the project should be scaled up in Dar es salaam before replicating to other areas. Programmatically, it has been recommended the use of participatory monitoring and evaluation approach because the pilot commanded number of actors, but the best way implement such kind of programme is through consortium. Following the recommendations from the final project evaluation, it was agreed within the LSF that, the projects need to continue with the same implementing partners but with addition of two organisations working with girls and youths. EU funding was the determinant factor for having two additional organisations to the urban funding. Without EU funding, means no additional grantees.

2.2.3 Support to special tailored made projects

Tanzania is home to thousands of refugees from neighboring countries affected by political instability and civil wars. In 1970s, Tabora and Katavi received number of refugees from Burundi. Due to their long stay in the settlements, number of these refugees have been granted citizenship status. Generally speaking, refugee's situation in the settlement in terms socio-economic is not favorable. This is mainly due to lack of reliable social services and infrastructures. In April, the LSF programme team and an officer from the Ministry of Home Affairs made field visits to Ulyankulu, Mishamo and Katumba in Tabora and Katavi regions for a Rapid assessment on Newly Naturalized Tanzanians (NNTs). Assessment findings suggested the need for expanding the legal empowerment programme to these newly naturalized citizens. The team conducted a series of consultative meetings that brought together the Ministry of Home Affairs, specific regional Authorities and other key stakeholders such as RITA and Ministry of Land from Katavi and Tabora regions. The ultimate to these actions, has led to funding of RMOs in Tabora and Katavi for intervention.

2.2.4 Activity Grant Support

Despite grant making and grant management to RMOs, activity grant was issued to support the annual general meetings of the Tanganyika Law Society and Tanzania Women Lawyers Association (combined AGM with women economic empowerment) as well as the commemoration of Menstrual Hygiene Day as part of ensuring access to girls' access to education.

LSF continued to support the MOCLA on the rolling out of the Legal Aid Act, 2017. LSF has provided both financial and technical support to the Ministry on designing and funding paralegals refresher trainings.

Moreover, LSF supported MoCLA on conducting the legal aid week which mainly focused in Tabora Region. It was focused in Tabora due to the high rate of child pregnancies. Therefore, the legal aid week was used to sensitize the community to understand the repercussion of the child pregnancy.

In facilitating policy dialogue and advocacy, promotion of Legal aid & human rights, the LSF supported national discussion, formulation, review and/ or implementation of policies, laws and regulations. The LSF supported NACONGO on the finalization of the NGO policy. The reviewed NGO policy draft is waiting for the ministers' signature. Moreover, LSF also provided support both financial and technical to NACONGO in the endeavor of helping it to stand as an institution that will represent CSOs but bringing CSOs closer to the government.

Activity grant was also given to the Ministry of Home Affairs on the commemoration of the Trafficking in Person day which is commemorated worldwide. Supporting some of the government activities created a good rapport with the government at the same time strengthening good collaboration between the two entities.

LSF supported the commemoration of 16 days of activism both Mainland and Zanzibar. The support was to both government Ministries and Non-governmental Organizations. The supported entities were the Ministry of Labour, Empowerment, Elders, Women and Children (MLEEWC), WILDAF, Police Force – Dar es Salaam Special Zone. All activities aimed at promoting women's rights in the country but also contributing to national policies on gender equality.

The LSF participated in the annual convention of Diaspora Council of Tanzanians in America (DICOTA), which is a diaspora network for US-based Tanzanians. The event took place in Seattle Bellevue, USA bringing together different professionals and experts attended by some key Tanzanian government officials. The LSF used the platform to raise awareness about paralegals work and the search for more partners who are interested in funding paralegal work. Furthermore, more discussions took place at the ministry level, including ministry for foreign affairs, to cement coordination with different Tanzanian Diasporas in different countries.

Further, LSF supported the International Women's Day event commemorated on 8th March 2018 through the Ministry of Gender and Community Development. Through this support, and many others LSF was recognized as an important partner for increasing access to justice in Zanzibar. Contacts with UNICEF has also been established where LSF shared what it is doing in Zanzibar and the approach we use. UNICEF has shown an interest to the LSF approach of organizing paralegals according to the district and how they do report. Plans are underway to collaborate with UNICEF through paralegals reaching out to the communities.

2.2.5 Coordination, Advocacy and Policy Dialogue

As part of women legal empowerment, LSF supported four events namely "*Impact Investment: Unlocking the private and public capital in addressing women's economic empowerment in Tanzania*" an agenda discussed during TAWLA AGM. The discussion was led by Her Excellency Vice President of Tanzania, Hon. Samia S. Hassan. The discussion was based on looking at different opportunities available

for women to improve their economic situation. However, it was also a chance of looking critically at different laws hampering women to move forward. For example, laws related to tax are so extremely severe to small businesses in which majority of women are involved. Therefore, it was a call for the government to look at strategies that will help women to find their way to economic empowerment.

Support was also given to the NGOs Policy Review process: Since the second half of 2017, LSF has been supporting National Coalition of NGO 'herein referred as NaCONGO in implementing activities relating to NGOs vetting and the inclusive review of the NGO policy. The support will help NaCONGO in the process of collecting stakeholder views about the NGO policy in 26 regions.

To increase LSF visibility on women empowerment, LSF provided a small contribution to support women and girls' rights on sexual and reproductive health. The LSF supported Menstrual Hygiene Day commemoration march held in Dar es Salaam. The amount helped in raising awareness about menstrual hygiene and buying menstrual towels to school girls. The support was also rendered to the Ministry of Home Affairs Task Force on Trafficking in Women to help the Task Force to raise awareness on the effect of the tracking on human for both internal and external reasons. Collaboration with the Ministry of home affairs will be enhanced and expanded to the provision of legal aid services whenever needed at the level of the Ministry. This will be done by engaging legal aid providers.

2.3 COMMUNICATION AND MEDIA ENGAGEMENT

Communication plays a fundamental role in all aspects of LSF operation. It enables LSF to share ideas, participate, draw on the expertise of others, listen to and be heard by others and look after our relationships. LSF is committed to inclusive and purposeful communications that help in making connections internally and with grantees, development partners, stakeholders and the public.

In 2018, number of initiatives and activities around communications and media within the LSF and implementing partners were implemented which included media engagement, success stories collection and documentation, marketing and branding, and support to grantees on communication-related activities and capacity building to a number of paralegals, and RMO staff.

The LSF strengthened its communication and improved media engagement. There was a decent coverage of different activities implemented by the LSF and its implementing partners at all levels. Bunge sessions and RMOs program review were widely covered on different TV and radio stations, newspapers and online platforms. These platforms included Radio One, RFA, Clouds FM, digital and TV Dodoma FM, EATV, TBC, Channel 10, Star TV, The Citizen, Mwananchi, Daily News, Nipashe, Habari leo, Tanzania Daima, Majira and The Guardian newspapers. The legal aid news also got featured in the online newspapers (Citizen, Daily News and Guardian).

In order to strengthen its media engagement, the LSF is engaging a media agency to support, paralegals to use, the local radio in their areas on a zonal basis and the work is underway to identify and map out potential community radio stations for engagement. Further to that, number of publications has been produced to include brochures (5600 copies) and 5500 success story booklets which were printed in both

English and Kiswahili languages. These materials were distributed and shared with different target audiences such as paralegals, RMOs, government officials, development partners, and policy makers.

The report for the Wanawake live, a TV programme aiming at giving visibility to LSF work called HAWA Media engagement project was submitted in January detailing project activities for four months. These were TV programmes aired on East Africa TV on WANAWAKE LIVE TV show.

Further to media engagement, a total of 22 articles were published in the mainstream national newspapers the article talked about women rights, sharing our success stories and other issues related to legal aid and paralegals. Different events were immensely covered by the media such as International Women's Day, CSOs Week in Dodoma, 16 Days of Activism.

The year 2018 has seen an increased engagement and use of LSF social media pages including Facebook page, Twitter, YouTube and Instagram. That increases the visibility of the organization.

In efforts to increase awareness about legal aid services, LSF launched a media awareness campaign called SIO TATIZO TENA in December, 2018. The 6-month campaign, using media and digital online platforms, aims at raising awareness about the availability of free legal aid services provided by paralegals all over the country. The campaign is using mainstream media, local radio stations, and social media platforms in different parts of the country including Zanzibar, Tabora, Lindi, Kagera, Manyara, Geita, Dar es Salaam and Mbeya.



Grantees identified success stories in their reports that were followed up and well documented by the LSF. Due to challenges in identification and documentation of success stories, several efforts were made to help in building capacity to the RMOs and paralegals.

The RMOs used media, mostly using the local radio in their respective areas. A further follow up indicates that there is a gap in terms using local community radio, which is an instrumental platform, at paralegal unit level. However, there are good performing units

worth learning from by others. As a solution, developed an inventory of local media use from units in order to understand the best and lower performers and shared experience with each other. The LSF has engaged UNESCO who support a number of community radio stations around the country and see how paralegals can benefit from free radio services.

In 2018, several communication and branding materials were produced including summary annual report 2017, brochures, banners, brand guideline, success story booklets, and 2019 calendars. These materials were distributed to different stakeholders throughout the country including government departments, grantees, LGAs, development partners and other CSOs.

2.4 MONITORING AND EVALUATION

Since 2016, the LSF shifted from mere outputs to a result-based management approach. This move aimed at combining the usual traditional approach of focusing on inputs, process and outputs to a focus on outcomes and impact of the legal aid programmes. In this reporting period, LSF has continued experiencing an improvement in quality of reports and ability of grantees to report results at outcome level brought by paralegals, which was the result of the training on result-based monitoring and evaluation. It is also a good signal of improved understanding of the result-based concept with implementing partners.

For 2018 the LSF monitoring and result activities focused on assessing data quality assurance, the completion of the online monitoring system and institutionalization of the results-based management to all implementing partners.

Technical support and monitoring field visits played a big role in supporting and nurturing implementing partners. Five levels of monitoring visits were conducted. Level one, monitoring to paralegals by RMOs, then visits from LSF, LSF Board members and Donor visits. Firth level visits were those conducted by MOCLA. Moreover, as part of monitoring activities managed by LSF, both DFID and DANIDA had visited different grantees at different times. The visits were short thus focusing to the urban legal empowerment projects in Dar Es Salaam and the Dar es Salaam based paralegal units. EU also had joined DANIDA team to visit the urban legal empowerment grantees.

In 2018, the grantees monitoring template was revised so as to focus more on collecting programme outcomes evidences from paralegals and the communities.

All visited paralegal units reported good progress but with few challenges. RMOs and paralegals were specifically insufficiently aware of the content of the legal aid act which is the cornerstone of their work.

Observations from the field visits indicated signs of paralegals maturity with improved capability to offer legal aid services and education to community. The improvement could be seen in their reporting and sharing information with other stakeholders and consideration they make on their sustainability. Paralegals engaged in resource mobilization by doing activities like farming, taming animals and bee keeping. At individual levels, most have shares in VICOPA. However, paralegals still need capacity on financial management. Despite all capacity development made to paralegals still number of units do not collect monthly bank statements or follow current cash movements as required. While this is caused by low financial literacy of paralegal units, the RMOs are responsible to ensure evidence of financial transactions are observed.

2.4.1 Research, Evaluation and Studies

In order to be confident with what LSF is reporting in terms of data, data validation assignment took place in early 2018 and Data Quality Assurance at the end of July. The overall findings from the DQA suggested that there is striking balance between what is reported by RMOs to LSF and what is available in documented records of paralegals. While this is good to know but the source of data in the physical documents in some units was found re-written after whitewashed or source documents were destroyed after the data entered into the offline database system.

At each level of reporting it has been recommended to ensure responsible staff follows principle of double checking and validate the data before being sent to LSF so as completeness, accuracy, and validity of what is reported from one level to another is guaranteed. Further the findings showed that the under-reporting was rated or found at 10%. However, this is a tolerable rate but it was recommended to be worked upon. The similar rate was observed in a small number of units having over-reporting in their data. However, all these did not affect the authenticity of data reported in 2018.

The overall assessment from DQA show the response rate of 74% compliance to all quality indicators, which was ranked good, however, some indicators diverged away negatively hence needs a strategy for improvement especially in the areas of completeness of data, data availability and integrity as far as unrestricted access of the system is concerned. Data management was found to be GOOD. According to DQA results the offline systems in place found to be easier to use, fairly understandable by paralegal units, and having less coding hence few runtime errors.

Data Quality Assurance exercise looked at data quality indicators, on the **completeness** and **timeliness** of the data, the study observed that the total forms collected from the last quarter of June 2018 in legal aid were 4,411 and a total of 2,103 (48%) forms were not entered into database. For legal education, a total of 5,098 forms were reviewed. The DQA revealed a total of 1,503 (29.5%) forms were not entered into database. The study revealed further that RMOs/Paralegal have shown high compliance in data consistency. RMOs still have high compliance in data consistency with 99% compared to 91% for paralegals. On overall basis the data collected were more valid, for RMOs 88% and moderately valid by 55% for paralegals. The table below shows the rating per quality indicator:

Table 1: Overall Evaluation Grid Quality Assessment

Quality assessment criteria	Overall (%)	Very good (100-85)	Good (84-70)	Fair (69-55)	Unsatisfactory (54-20)
System Assessment(designing)	50				
System Implementation	64				
Data completeness	84				
Data Accuracy/precision	70				
Data Validity	90.7				
Consistencv	93.5				
Data Timelines	75.8				
Data integrity	77				
Data availability	53				
Data confidentiality	89				
Overall scores	74				

Source: LSF data quality assessment report

The LSF is in its mid-term implementation of strategic plan 2016 - 2021. This call for a mid-term reviews as such all implementing partners and the LSF took the opportunity to overhaul work plans and targets. The process included finalization of the log-frame, target setting and the review of indicators. The program review helped in curing the problem of under targeting during the formulation of the strategic plan in 2015. The table below shows the changes made, some of the changes will be made to specific indicators in the log-frame:

Table 2: Targets review

	Key result areas	Original targets	New targets
1.	Sustainability – Paralegals	6,000	6,000
2.	Conducive environment – Formal and informal leaders	7200	20,000
3.	Accessibility to legal aid (case based)	340,000	340,000
4.	Legally empowerment – legal education reach	1,600,000	11,000,000

Source: LSF documentation

2.4.2 Certification of Paralegal Data

The process of certifying LSF data with the National Bureau of Statistics (NBS) ended in December with promise that once the new forms /questionnaires have been upgraded into the system then NBS will immediately issue the certificate. The final review of the reporting tools and database was done between NBS team and LSF team. Once uploaded, the NBS will issue the certificate.

2.4.3 CHRAGG Contract Assessment

In 2018, the LSF assessed the effectiveness of the CHRAGG project in creating/increase awareness and collaboration between LGAs and paralegals. CHRAGG contracted by LSF to carry out a national wide training on human rights awareness, and strengthen awareness of local leaders to understand the role of paralegal while exposing them the legal aid law. A purposeful sample of 4 regions in which CHRAGG did training of trainers, and trainers trained local leaders (WEOs) in Manyara, Mtwara, Mara and Mbeya regions. Data collection took place in September and October. Since LSF used an online data open kit, the findings recommended for scaling up the intervention. Early incidents showed an increased working relation between local government authorities and paralegals. The findings showed that before the training WEOs (54) were not awareness of paralegals but after the training all (100%) confirmed to be

aware of the paralegals and their roles in the communities. According to paralegals, collaboration had also increased with 61% of paralegals experienced high collaboration with LGAs, before training it was as low as 13%. However, budget constraints made it impossible for WEO to make follow up on the paralegals work. Future engagement with CHRAGG calls for having a budget component that will facilitated WEOs follow up on paralegals work.

3. SECTION THREE: PERFORMANCE REVIEW AT OUTCOME LEVEL

OUTCOME ONE

3.1 Increased accessibility of legal aid (paralegal or higher forms) services, in particular for women

The LSF, in collaboration with RMOs and the government, strives to achieve the major goal of increasing legal aid accessibility and reach more women by supporting empowerment strategies through different channels and actors. On mainland, LSF has been involved in discussions on salient features of the legal aid act as well as pioneering the paralegal training manual that conforms to the Legal Aid Act. The manual was later used in the refresher training that took place at the end of 2018. In Zanzibar, LSF supported the government in ensuring that the legal aid law, 2018 is in place.

Public of legal aid and legal education services appears to suggest the accessibility of these services has been increased. Apparently, people increasingly interact with paralegals to access legal aid services because they are increasingly aware of the services offered. The growing number of persons reached through legal education sessions, further indicate a higher level of interest in what is on offer. There are numerous evidences through success stories showing client satisfaction with and acceptability of paralegal work from the side of users. The principle assumption that paralegal services provide an efficient and effective approach toward increasing accessibility to solutions for community relevant justice problems appears to gradually solidify itself.

This is also a sign for an increased general understanding of what paralegals can offer and acceptance of them being trustworthy mediators. The following table shows the total clients enjoyed the services of paralegals in 2018 by case typology. Land led by 20%.

Table 3: Typology of cases reported to paralegals from January to December 2018

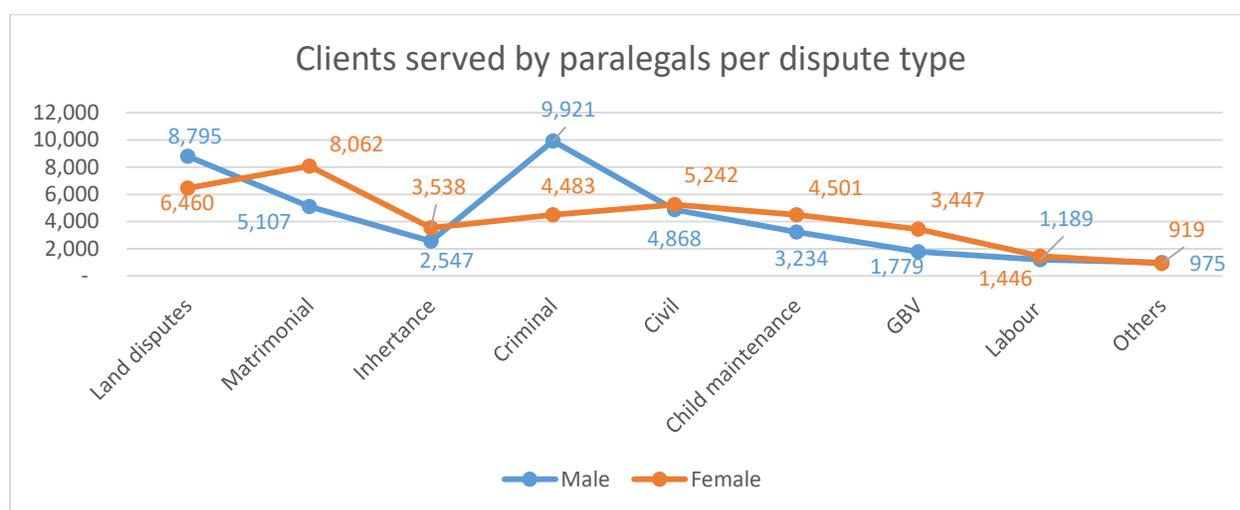
Type of Cases	Male	Female	Total	Percentage
Land disputes	8,795	6,461	15,256	20 %
Matrimonial disputes	5,107	8,062	13,169	17 %
Inheritances disputes	2,547	3,538	6,085	8 %
Criminal disputes	9,921	4,483	14,404	19 %
Civil Disputes	4,868	5,242	10,110	13 %
Child Maintenance disputes	3,234	4,501	7,735	10 %
GBV	1,779	3,447	5,226	7 %

Labour disputes	1,189	1,446	2,635	3 %
Others	975	918	1,893	2 %
Total	38,415	38,098	76,513	100 %

Source: Grantees reports and LSF offline database system

It is also important to note that at the level of implementing partners there is an increased invention of new approaches resulted from programme learning. Legal awareness campaigns, reaching out to economic groups, use of radio and TV programs by paralegals grantees played a positive role in increasing the accessibility of an affordable legal aid services.

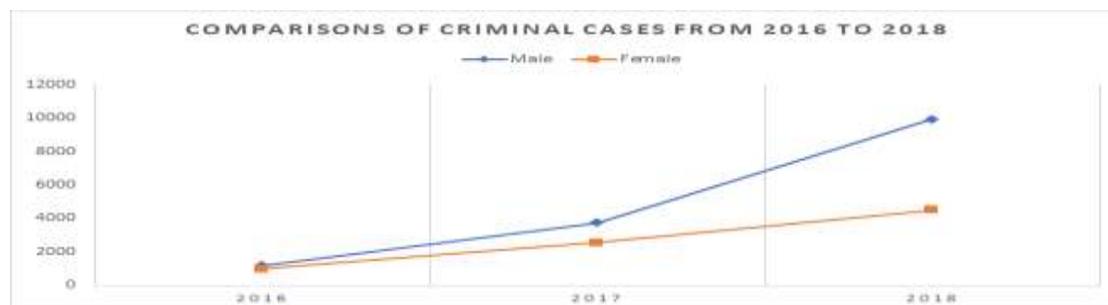
Graph 1: Number of male and female clients accessed legal aid services between January and December 2018.



Source: RMOs & LSF web-based system

The trends of case typology dealt by paralegals has not changed compared to previous years. Land and criminal disputes were more reported by men, while issues around gender-based violence, matrimonial disputes, child maintenance and inheritance were more reported by women. There was an increased number of criminal cases reported in 2018 as compared to previous years. Legal aid on criminal cases were also delivered at police stations by police paralegals.

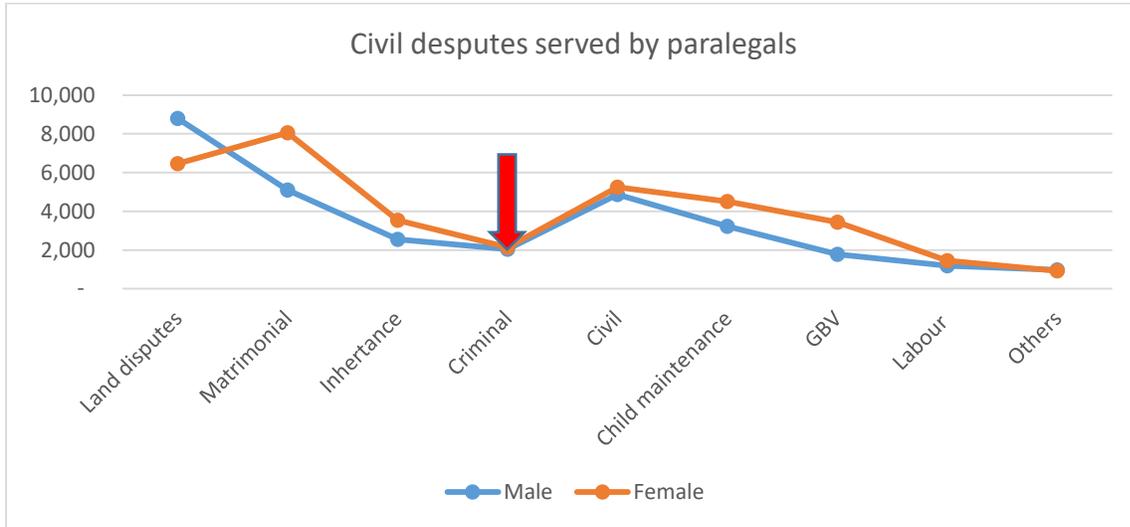
Graph 2: Comparison of criminal cases from 2016 to 2018



Source LSF quarterly reports

The following graph shows trend of civil disputes.

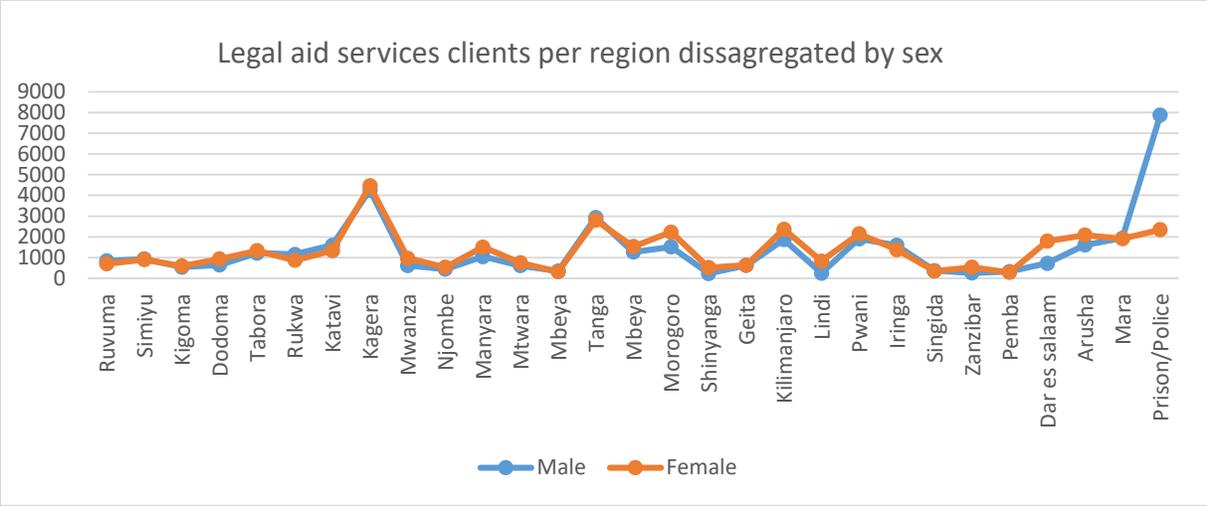
Graph 3: Civil disputes served by paralegals



Source: RMOs & LSF web-based system

In 2018, Kagera paralegals led other regions by reaching more clients (8,721: 4,260 males and 4461 females). Mamas Hope Organisation legal aid clinic reached more clients (1839) compared to other regional legal aid clinics. Reading from the graph, ENVIROCARE reached 10,217 (7,873 males and 2,344 females) remand prisoners and suspects. Tanga region was second on the list reaching 5,744 clients with half-half males and females. Kilimanjaro region ranked 3rd with 4,239 clients (1868 males and 2,371 females). Mbeya reached limited number of people as shown in the graph below.

Graph 4: Clients reached by paralegals based on sex from January to December 2018



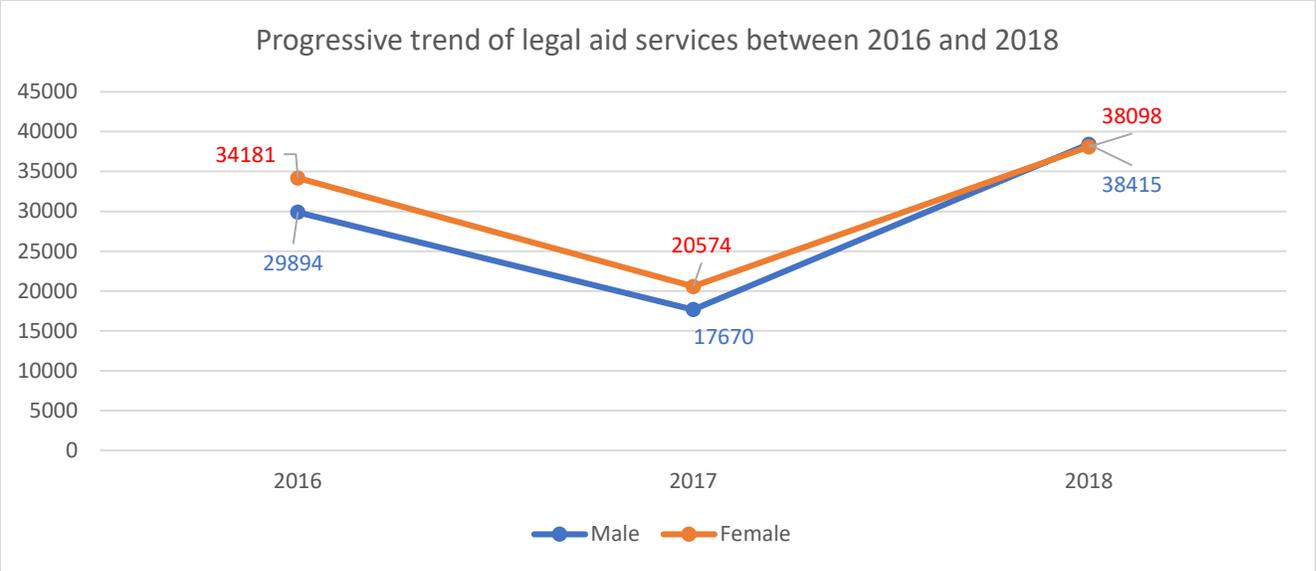
Source: Grantees quarterly reports and offline database system

For the urban legal empowerment approach pilot projects, CRC reached 1,808 (460 males and 1348 females). This was mainly due to the fact that CRC received clients from other pilot project implanting partners. It is important to note that Kagera paralegals and CRC had strong back up of lawyers. Paralegals success mainly depends with their linkages with lawyers. At the level of paralegal centres, Handeni district was leading. The center reached 1,640 clients (954 males and 686 females), Kyerwa district paralegals reached 1,300 clients (755 males and 542 females), followed by Ngorongoro district paralegals that reached 1,174 clients (528 males and 646 females).

Lind region reached more women 77% out of 1084 client reached, Dar es Salaam (CRC) reached 71% of 1084 clients reached being women, followed Morogoro with 59% of 3,746 clients being women. Again, Mbeya reached limited number of women.

Compared to previous years, in 2018 paralegals reached more people. The graph below shows the number of clients reached since 2016. In 2016, more female clients received legal services as compared to male clients. In 2017 the gap was narrowed meaning that more close male clients to female clients taken the shape. In 2018 more males being served by paralegals than female. However, the trend was highly contributed by work done in prisons and police stations where 77% of clients were male.

Graph 5: Yearly comparison of legal aid clients reached between 2016 and 2018



Source: RMOs & LSF web-based system

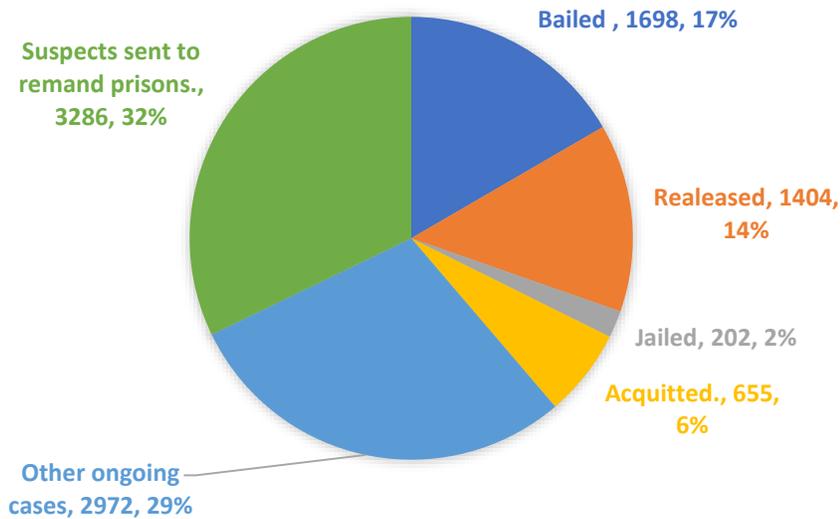
3.1.1 Paralegal Services in Prisons

In 2018, paralegals working with remand prisoners reached a total of 10,217 remand prisoners and police suspects. The data was collected from nine(9)³ namely Arusha, Kilimanjaro, Tanga, Morogoro, Dar es Salaam, Tabora, Mwanza, Geita and Dodoma. All of these provided legal aid services and assisted remand prisoners to be acquitted, bailed and even resolved some minor crimes before reaching the magistrate. Most of the legal services were provided at police stations to which around 8,465 suspects were reached. A total number of 1,752 remand prisoners accessed legal aid services and benefited from legal rights awareness sessions conducted in prisons, however, the number in prisons is few compared to that of police stations. This was caused by delays in signing MOU between MOCLA and ministry of home affairs.

Out of 1752, 388 remand prisoners and 1,310 suspects were bailed out. 655 remand prisoners acquitted and 202 were being imprisoned. These acquitted cases mean, the cases that were resolved after trial in court. Of total the paralegals successfully assisted release of 1,404 remand prisoners and suspect. From the police stations number of suspects sent to remand prison were 3,286. Therefore, the process of having paralegals work in prison and police stations helped to make timely adjudication of 6,246 cases.

Graph 6: Remand prisoners & Suspects reached in Prisons and Police posts

³ A total of 15 prisons of Maweni, Handeni, Korogwe, Karanga, Arusha Kisongo, Segerea, Keko, Morogoro Remand, Kilosa, Isanga, Kongwa, Butimba, Dar es Salaam (Tabata, Kimara, Mbezi Luis, Stakishari, Chang’ombe, Mbwani, Mabwepande, Central, Kawe, Mbagala), Morogoro (Central, Kilosa, Dumila, Mikumi, Gairo, Wami Dakawa, Mzumbe and Kimamba), Tanga (Central, Pangani, Korogwe, Handeni, Songe, Tanga Cement, Muheza, Kabuku and Mombo), Kilimanjaro (Himo, Central, Bombang’ombe, Mawenzi), Arusha (Central, Ngaramtoni, User river and Kisongo), Dodoma (Central, Mvumi Mission, Airport, Chamwino Ikulu, Kibagwa, Kongwa), Tabora (Central, Isevyu, Uyui and Ilolangulu), Geita (Central, Kasamwa and Katoro) and Mwanza (Nyamagana, Nyegezi, Kirumba and Igombe).



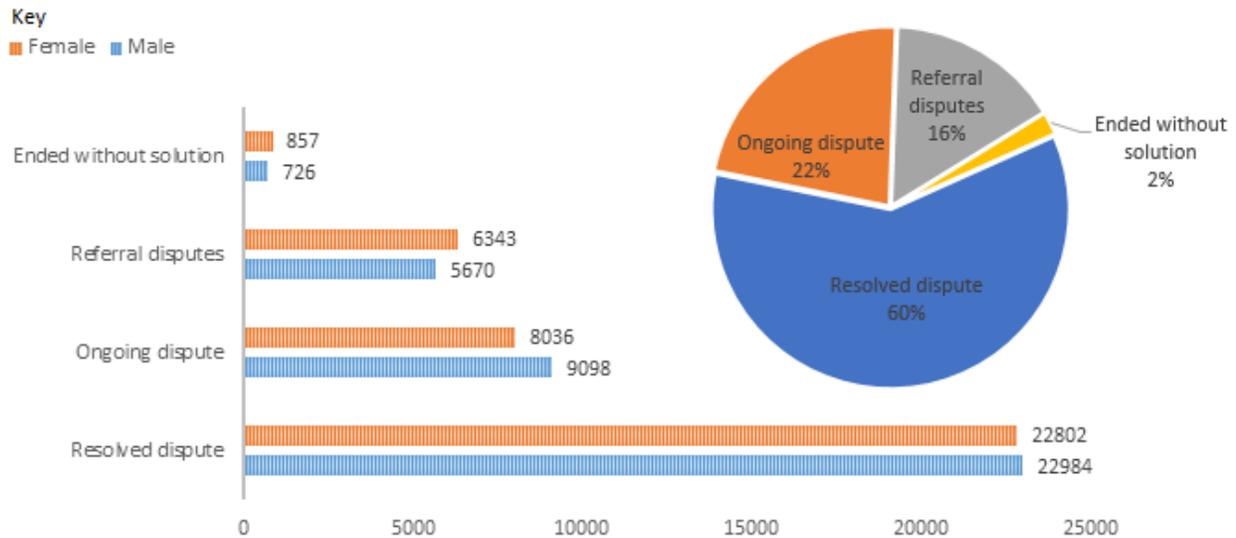
Source: RMOs & LSF web-based system

3.1.2 Status of Cases

From its start onward LSF categorized the status of cases as resolved, ongoing, and referred and those cases that ended without solution. The latter mostly due to parties, in particular the claimant, not being responsive or showing interest to continue with the case, then paralegal may close the matter. For ongoing those are case to be brought forward next year.

In 2018, 76,513 disputes were reported of which 60% were resolved and 16% referred to other channels of justices such as ward tribunal leaders, police, legal aid providers, land tribunals, social welfare departments or to courts. Paralegals have not been able to achieve the target indicator of referred cases of 10%. This was due to the nature of cases received by paralegals. These were higher number of cases that simply cannot be resolved at their level such as criminal cases. However, the higher percentage of disputes shows that paralegals are increasingly becoming professional in handling disputes and community members appears to trust the conclusion reached through paralegals.

Graph 7: Status of cases



Source: Grantees reports, December 2018

3.1.3 Tracking Impact of actions completed by paralegals through resolved disputes

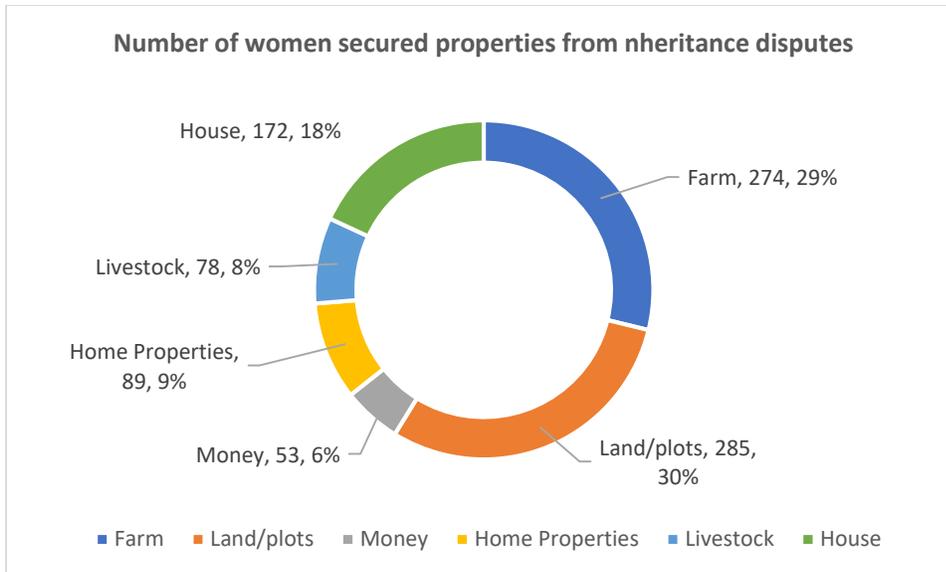
In assessing the impact, paralegals dealt with a wide variety of issues ranging from probate cause administration/inheritance disputes and community collective actions. In general, these kinds of actions demonstrate incidental shreds of evidence of impacts brought by paralegals. For the purpose of establishing outcomes the LSF monitored two indicators. It tracked the number of women who secured their properties after paralegal intervention as well as the number of community collective actions that can be attributed to legal empowerment of the communities and the changes brought by paralegals in relation to justice issues affecting those particular communities.

The results below do not only show how increasingly paralegals are becoming important and effective in the community they work with, but also demonstrate that paralegals offer quality and valuable services which lead to gradual increased utilization of legal aid services. It also goes without saying that the figures reveal how trustworthy paralegals are perceived to be when it comes to the role they play as the legal resource in their communities, which contributed to increased utilization of paralegal services.

Looking at the women clients who benefitted from paralegal services through their inheritance case, in 2018, a total of 6,085 inheritance disputes brought to paralegals, of which 58% came from women. Of these, 948 were resolved in favor of women and they acquired their inheritance rights mainly land, farm fields, and house ownership as shown in the next graph. A total of 23 RMOs reported to have women who secured their inheritance rights through paralegals. Region-wise Kilimanjaro dealt with 746, followed by Kagera 676 and Morogoro 460 disputes.

On average, the urban setting districts were the leading for reporting inheritance disputes than rural setting areas. By district, Ubungo district received 272, Kyerwa 207 and Moshi urban 142 disputes.

Graph 7: Distributions percentage of properties secured by women in 2018



Source: LSF database system

3.1.4 Community Collective Action

For community collective actions, paralegals and RMOs gather information in the aftermath of awareness creation on legal and human rights issues. A total of 23 collective actions against injustice were reported. Reported disputes involving groups of people ranged from labor disputes, GBV, Child maintenance to land disputes as narrated in the following highlights. In Mara region, paralegals in collaboration with villagers from Nyankanga village fought against an investor, Mwita Rogeko, who unlawfully took a piece of village land without following proper procedures while denying villagers the right to use that land for farming as was previously the case. Through paralegal support the council of elders and the village council ruled in favor of the villagers and the farm land was restored to the villagers.

In Ruvuma region, at Magagura village in Songea rural, villagers gathered to demand their money back after a fake Rural Electricity Agency (REA) agent collected TShs 17,400/ from a number of villagers on false promises of being connected to electricity. Paralegals reported the matter to REA and TANESCO, who failed to identify the fake agent. After pressure from paralegals, the fake agent paid back the villagers and he was taken to court.

In Songea rural, a group of employees of the Chinese Road Company were motivated after paralegal education on labour rights, to challenge the employer to issue and sign employment contracts after they worked for several months without contracts.

In Kilimanjaro region, Sanya Juu Paralegals helped a group of women who reported sexual abuse of a child and received immediate legal support from Police Gender Desk. The victim was supported and the perpetrator has been detained.

In Mosh urban, women in one of peer saving groups at Shirimatunda ward managed to convince a woman who was frequently beaten by her husband to report to Ward Tribunal using paralegals. The matter was reconciled and Paralegals report restoration of family peace and safety.

Moreover, in Mosh DC, a women group at Arusha chini Ward supported Mama Qider, a peer to access inheritance rights in collaboration with a Paralegal after intervention done by paralegals. The women secured the property in question.

The highlighted community collective action shows anecdote of outcomes and impacts made via legal education actions that results into community legal empowerment. The LSF will make deliberate effort to document these outcomes to showcase excellent work of paralegals to bringing justices in Tanzania.

Table 4: Outcome 1: Increased access to legal aid (paralegal or higher forms) services, in particular for women

Level of result		Indicators	Log frame Milestone 2018	Achievement Jan-Dec 2018	Comment, qualitative score
Outcome	Increased accessibility to legal Aid (paralegal or higher forms) in particular for women	# of cases reported to paralegals	70,000	76,513	Paralegals worked 109% cases against the annual milestone
		% of wards in which at least one paralegal is functional	30%	79%	According to 20 RMOs who reported paralegal statistics. 79% appears to suggest that 3,126 wards out of 3,957 has been reached. However, in many Urban wards, there is more than one paralegal in a ward, up to 7 paralegals in one ward.
		Time spent to access services decreased as reported by women/men		It may take one week to 3 months.	Land disputes tend to take longer than other disputes.

Level of result		Indicators	Log frame Milestone 2018	Achievement Jan-Dec 2018	Comment, qualitative score
Outputs	Output 1: Increased Availability of legal Aid in particular for women.	% of female paralegals	48%	45%	According to 20 RMOs who reported paralegal statistics. According to the DANIDA and DFID result frameworks
	Output 2: Paralegals programs featuring in different media channels	# of districts covered by radio stations at least weekly to promote legal aid	80	10	Out of 39 grantees, only 16 grantees used radio to create legal rights awareness. But most of the radio sessions were not aired in weekly basis.
		# of legal empowerment success stories published	16	23	Success stories collected this year by communication unit.
		# Newspaper articles address Legal Aid issues	30	15	Awareness of the role of paralegals towards access to justice
	Output 3: Increased # of women accessing quality paralegal services	# of cases reported by women	35,000	38,098	109% against the annual Target.
		% of resolved cases reported by women	70%	60%	For this reporting period, out of 38,098 cases reported, 22,802 cases were resolved.

Source: Grantees' reports and database

3.2. OUTCOME TWO

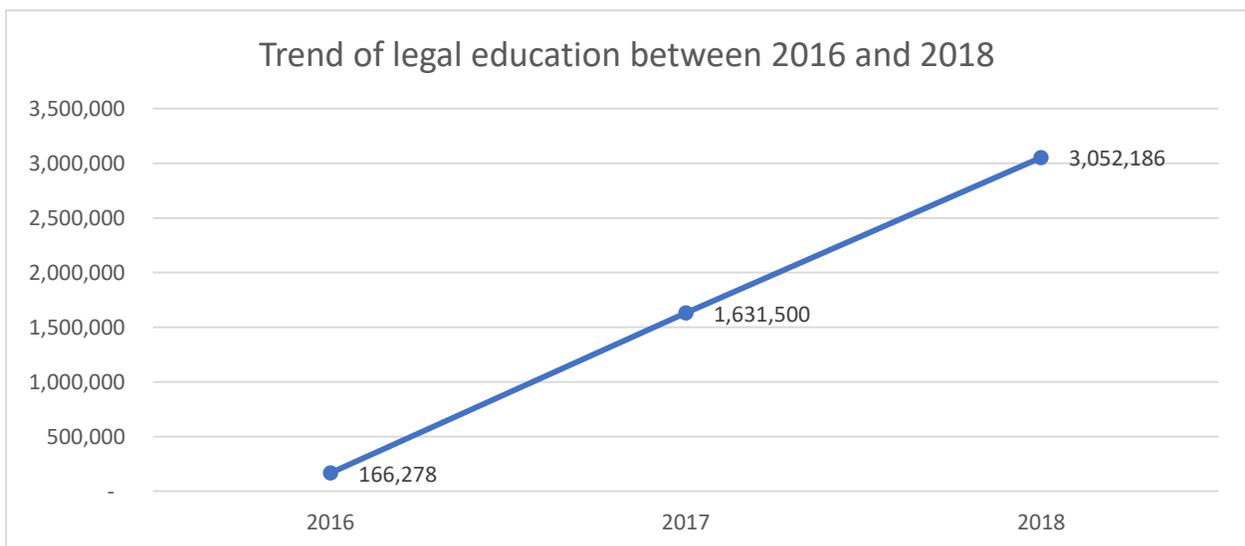
Increased protection of human rights, in particular for women, through legal aid services and legal empowerment

3.2.1 Legal education

Legal education is a first step toward (community) legal empowerment. Legal empowerment through community legal education was seen as a step towards increasing women rights protection. Therefore, in 2018, the focus and internal discussion within and involving partners, was on how to increase women rights protection through paralegal work. The results of these discussions and actions made had led to a sharp increase of number of people attended legal education, which again necessitated the review of the program plan and targets.

Using different methodologies such as public meetings, advocacy meetings, visiting community groups such as youth, women and children, students' school clubs in primary and secondary schools, lobbying in church, visiting VICOBA groups, farmers and livestock keepers' meetings, video shows and participation in international and national commemoration events, paralegals have been able to reach large numbers of people compared to other previous years, as can be depicted in the graph. Each year the programme has been making history of reaching two-fold of previous year.

Graph 8: Comparison of legal education reach from 2016 to 2018



Source: RMOs & LSF web-based system

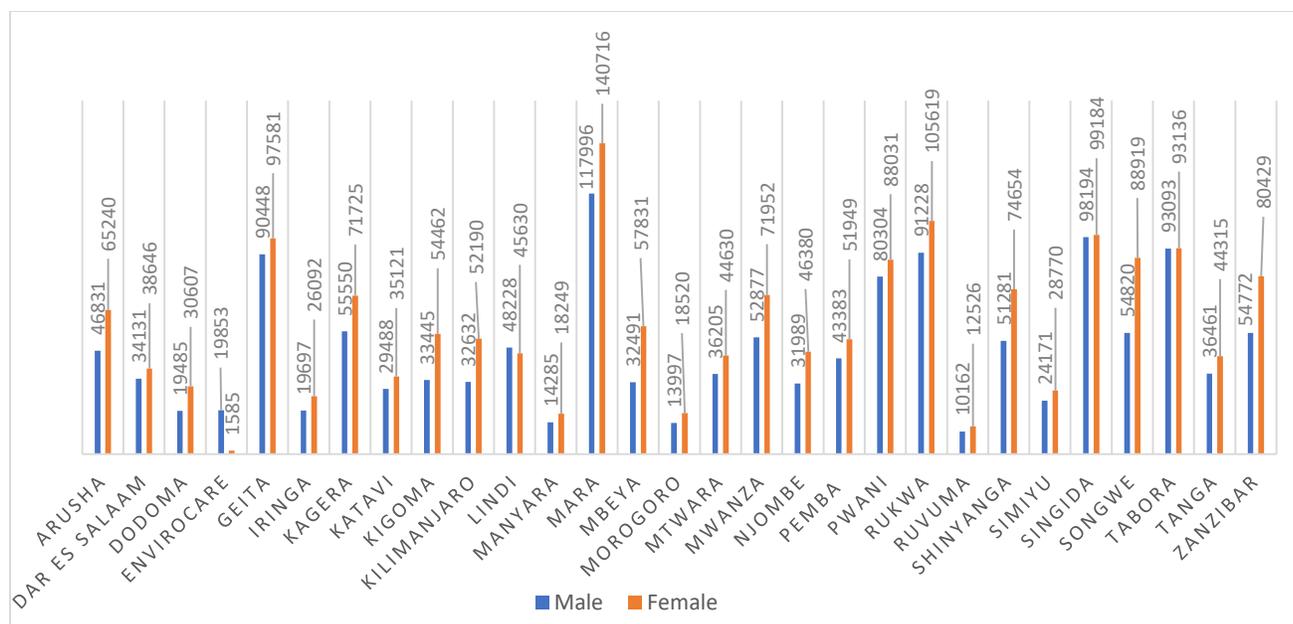
Through the interventions mentioned above, 3,052,186 people were reached in the reporting period, 45% men and 55% women. The programme is yet to reach to the target of 60% women. On performance wise, when total number of regions divided by total reach the average was 89,000, and according to total reach per region, 15 regions had reached above average. Mara reached 258,712, followed by Singida 197,378 and Rukwa with 196, 847. However, looking at value for money, Rukwa was leading has four districts which means less budget compared to other two regions with 6 district each. Ruvuma, Morogoro and Manyara were at the bottom with 22,358, 32,517 and 32,554, respectively. It was not clear as to why in legal education reach regions with few districts like Rukwa, Katavi and Songwe perform better than those with more districts like Tanga.

For Mara region, Serengeti district paralegals was one of the identified centre of excellence that led in reaching 72,377 community members. Momba districts (Songwe region) paralegals reached 70,061 and Sumbawanga municipal paralegals 66,684. The reach in Serengeti district was almost a total reach for Tanga region with 11 districts and reached 80,776. The region which was not doing well is Ruvuma. The LSF is looking for reasons as why some districts are performing well than the others.

To be more focused and have targeted approach to legal education, paralegals have been working with different groups. This implies that reaching groups is an effective means for legal education and empowerment, because groups are manageable and it is easy to track the participants. For 2018, a total of 17,225 different groups were reached by paralegals to include VICOBA, Women's groups, community groups and other forms of groups. On average, groups consist of around 20 - 50 members. With the target to reach more women, paralegals reached 6,536 women only.

Furthermore, legal education offered in prisons and police cells is successfully continuing. In prisons, legal education to remand prisoners was offered by trained paralegals who are also prison officers. Prison paralegals support remand prisoners to access bails, being acquitted or their cases being resolved plus other legal procedures. In the reporting period, a total of 21,438 remand prisoners and suspects, 19,853 men and 1,585 women received legal education.

Graph 9: Performance on Legal Education per Region Disaggregated by Sex



Source: RMOs reports/Offline database

Innovative and good synergy has been observed in some organizations implementing different projects other than legal aid services. Legal education was integrated in other project activities thus helping in reaching more people. Good examples have been reported from Kigoma, Singida and Geita regions respectively. In the three regions a good number of women had been reached through health facilities especially when women attended their clinic days. BAK-AID, the RMO for Kigoma, also implements an HIV/AIDS programme, had the opportunity of creating legal rights awareness linking with effects of HIV/AIDS. Paralegals have been using same avenues to interact and educate women on different human rights issues and health rights. Similar sessions were reported from Geita region in which NELICO the RMO is implementing health projects. In Singida, SEMA is integrating legal education programme with other environmental and entrepreneurship projects thus legal aid programme more attractive to community members.

3.2.2 Urban Legal Empowerment

The urban legal empowerment pilot projects in Dar es Salaam that was focused on urbanites issues completed in June 2018. It was noted in the projects that urban communities in Dar es Salaam vary in terms of diversity, individualism, and were confronted with different combinations of justice issues associated with where they live and what they do for a living. Dar es Salaam people are very much *mobile* due housing (rent issues) and places of work (where they earn daily bread). It is even harder to have the right people during legal education sessions because during the day a resident of Mbagala ward (where the intervention took place) will be working in the city centre or at Kariakoo. Those who are living in the city centre, they will be doing business in Gongo la Mboto or Kimara on the outskirts of the city. Paralegals are facing the same problems. The situation calls for different approaches for the urban legal empowerment interventions like having paralegals trained from places where a person works, for example at bodaboda stations and the like.

3.2.3 Developing legal education tools and materials

The year 2018 was very successfully in term of innovations and user-friendly tools. The M&E Online system was completed and started to be used in September. Moreover, the LSF in collaboration with Data Zetu developed interactive online and offline legal aid platforms that are used by paralegals in creating legal awareness to the communities. Data Zetu provided digital and offline platforms that make information accessible to everyone. The initiative came following their request to work with paralegals in Mbeya and Dar es salaam. Between January and June, Datazetu worked in small project with ordinary citizens in Temeke, Kyela and Mbeya to use data to arm their communities with information they need.

Being an organization with huge data that can be used to track performance, improving LSF grantees data literacy, build a knowledge based and promote ethical use of data information, Data Zetu triangulated the LSF legal aid data and linked it with other available social data like health, environment and education. An app called Sheria bot with ability to interact with users and social media platforms was developed. In this intelligent platform, users can write any legal questions and when relevant the system responds by providing an appropriate answer. The app is expected to be uploaded to Google play store for interested stakeholders to access. Another offline App for paralegals was developed and circulated to paralegals with smartphone. The Paralegal App provides instant reference materials to paralegals while in field through their fingertips. Giving paralegals tools they need, the LSF is investing in the tools that will make our grantees to succeed in their project implementations.

Table 5: Outcome 2: Increased protection of human rights, in particular for women, through basic legal aid services and legal empowerment

Level of result		Indicators	Milestone 2018	Achievement Jan- Dec 2018	Comment, qualitative score
Outcome	Increased protection of human rights in particular for women/ through basic legal aid services and legal empowerment	# of cases reported by women that have been resolved	35,000	22,802	This equal to 65% of annually targeted cases reported by women as resolved.
		# communities in which collective action is undertaken against violation of human/ women rights	50	26	26 examples available but need further verification for documentation as reported by RMOs.

Source: LSF offline database system

Outputs	Output 1: Increased # of women accessing quality legal services	# of women provided with quality legal services	35,000	37,181	Over 100% of annual target, Assumption is that all resolved, referred cases and ongoing bear elements of quality legal services. Except for those disputes ended without solution
	Output 2: Increased protection of women's rights land, safety and security.	# of GBV cases reported	7,500	5,226	67% of annual target, males 1,779 and females 3,447
		# of GBV cases resolved	5,000	2,529	49% of annual target.
		% of women who reported inheritance cases and secured their property rights.	22%	27%	Total inheritance disputes dealt with by paralegals reported from women were 3,538 disputes and those who secured their rights were 948 women (land, farms, furniture/utensils, etc)
	Output 3: Capacity development approach to legal empowerment implemented	# of ToTs trained at the District level on legal empowerment	175	402	ToT training done to 13 regions, implemented by CHRAGG
		# of LGAs trained as TOTs on legal empowerment	4,500	770	The training of WEO has been completed in 5 regions.
		# of paralegals finalized the full paralegal training per year	5,000	2,612	These are regarded as active paralegals who participated in the Refresher training certified by MOCLA (1,477male and 1,135 female)
		# of paralegals trained on	2,400	2,612	Following refresher training, almost 100% of

		specific approaches for handling women's right violation			active paralegals were exposed on specific issues of human rights and women's rights
	Output 4: steps towards legal empowerment	# of people reached by legal education and human rights awareness building	2,500,000	3,052,186	122% of annual milestone. Significant achievement increases of reported data on legal education (1,367,497 male and 1,684,689 female).
	Output 5: Priority for women rights protection identified in policy dialogues	# of media reports in support of priorities	12	11	11 newspapers with paralegals reports and 6 television stations
	Output 6: Strategic Litigations to alter discriminatory legislation undertaken	# of strategic litigations filled in court	6	4	Cases are ongoing in the High Court of Tanzania. 4 cases by TLS. Lost two cases i. WLAC lost the case as the Court ruled out that customs will devolve itself and will change overtime. ii. The second case was lost on technicalities.
	Output 7: Women legal empowerment groups functions	# of (women) legal empowerment groups that paralegals are working with	3,500	6,536	Over 100% of annual target.

3.3. OUTCOME THREE

3.3.1 Formal and informal institutions effectively promote legal aid and legal empowerment and protect human rights, including women's rights

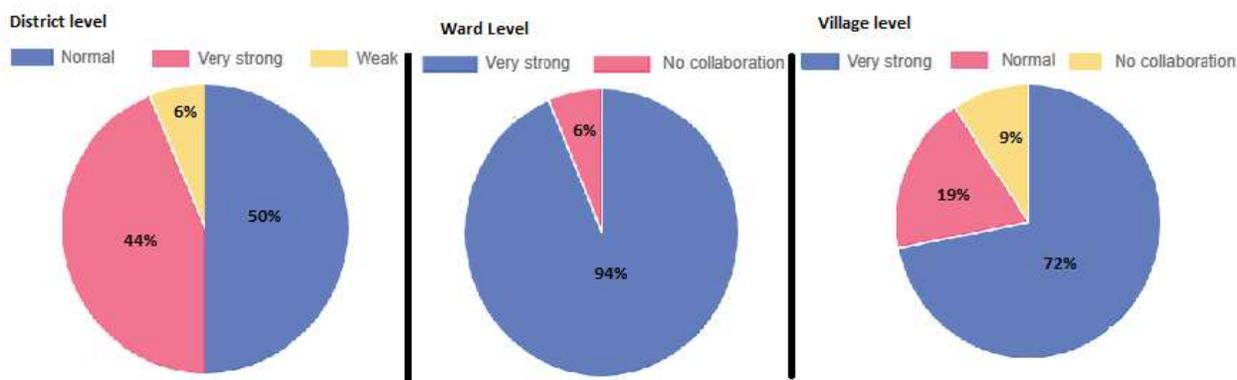
Collaboration with formal and informal leaders intends to contribute directly to three out of four LSF result areas. Good collaboration exhibited in the previous year (2018) led to good environment for legal aid

services provision. Ultimately this led to increased number of people attending legal education sessions and legal aid clients.

In some regions paralegals have very good collaboration with Ward Executive Officers (WEOs), Village Executive Officers (VEOs), ward councilors and ward tribunals. In 2018, in collaboration with CHRAGG 13 regions benefitted with the training of trainers. The first phase trainings were conducted in 5 regions of Mtwara, Mara, Mbeya, Shinyanga and Manyara. The second phase trainings included Lindi, Iringa, Kagera, Kigoma, Kilimanjaro, Tanga, Tabora and Dodoma. A total number of 402 trainers from 90 districts in Tanzania mainland were trained. Assessment done to the project showed increased understanding of roles and responsibilities of paralegals amongst local leaders. At ward level, paralegals were given desk within ward executive offices or forced to leave offices like other government staff, forgetting that they are volunteers. All these collaboration efforts aimed at strengthening working relationship between LGA and paralegals a foster their sustainability.

Capacity building activities to both informal and formal leaders in various districts were also organized. Formal and informal leaders were exposed to the contents of the legal aid act, women's rights, child maintenance, conflict resolution, local government workings, land and legal empowerment in general. A total number of 6,743 formal leaders to include ward tribunal members (4030 males and 2,723 females) and informal leaders 3,399 (1220 male and 1199 female) were trained to understand paralegal roles played in the community and how the two can collaborate and serve those in need of legal services. In some regions paralegals collaborated well with Ward Executive Officers (WEOs), Village Executive Officers (VEOs), ward councilors and ward tribunals. Such collaboration reported to simplify work in terms of referring clients to either religious, ward tribunals or other authorities. Slowly with increased effort by LSF, there had been good development in their relationships. As indicated below, the level of collaboration is very strong at ward level because those were local leaders involved in the training and close to Village levels. WEO were supposed to training VEOs however budgetary constraint made the exercise to be impossible though informal knowledge sharing sessions were sporadic reported.

Graph 10: Collaboration level as perceived by paralegals:



Source: CHRAGG assessment 2018

The same effort of linking lower LGAs with paralegals is also happening in Zanzibar. The lower LGAs namely: shehas, community and social welfare officers, religious leaders and paralegals were oriented on legal empowerment and their roles and responsibilities in promoting access to justice for the poor. A total of 65 participants (46 males and 19 females) were oriented in Pemba and 84 participants (56 males and 28 females) in Unguja.

Table 5: Outcome 4: Formal and Informal institutions (from national to local levels) effectively promote legal Aid and protect Human rights including women's rights

Level of result		Indicators	Milestone 2018	Achievement Jan-June 2018	Comment, Qualitative score
Outcome	Formal and Informal institutions (from national to local levels) effectively promote legal Aid and protect Human rights including women rights	% of paralegals who report that leaders actively promote legal Aid Human rights.	15%	94%	This is according to local leaders who have been trained by CHRAGG. (Paralegals interviewed 32)
		Legal Aid law enacted and enforced.	Enactment and assent	Legal aid Law in place, March 2017	Regulations in place.
				ZNZ legal aid law in place	Formulated Zanzibar legal aid legislation
		% of LGAs reported satisfaction	15%	83%	This is according to CHRAGG assessment

Level of result		Indicators	Milestone 2018	Achievement Jan-June 2018	Comment, Qualitative score
		with paralegal work			out of 71 (WEO and VEO) interviewed.
Outputs	Output 1: Local leaders aware of legal aid, women rights protection, legal empowerment	# LGAs attended Sensitization events	800	6,743	Over 100% of an annual milestone. Involved were the district, ward officials, ward tribunals (male 4030 and female 2723)
		# of informal leaders attended the sensitization events	800	3,599	Over 100% of an annual milestone. Religious, clan, business, youth, leaders etc. (Male 1220 and female 1199)
	Output 2: Referral systems in place	% of clients referred	10%	20%	Most of the referred cases are those under criminal, civil and other cases. It appears not realistic to assume that referrals will go down.
		% of resolved referral cases	10%	N/A	No data as yet available.

Source: LSF offline database system

3.4. OUTCOME FOUR

Institutional sustainability of quality legal aid and legal aid providers

3.4.1 Sustainability of Paralegal Centers and Legal Aid Provision

Sustainability of NGO work including the LSF itself is a challenge. In the reporting period paralegals and RMOs were exposed to local resource mobilization trainings series. It was noted that most implementing partners have no idea on what will happen after the end of the LSF contract. It is clear that due to being new NGOs, paralegal organizations do not include long-term financial sustainability in their strategic plan.

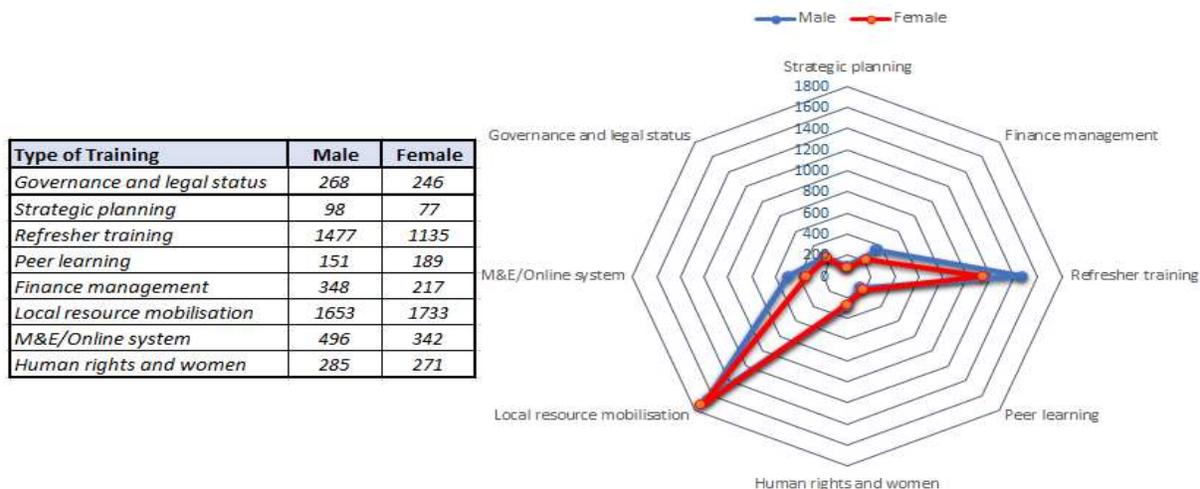
Knowing that in mind, the LSF launched a **Crowd funding**⁴ to support paralegals work. The link for contribution is <https://gogetfunding.com/support-paralegals-and-save-lives-in-tanzania>. This is a new initiative at LSF as an alternative mechanism to raise funds for paralegal units. However, since it is launching the response has not been good. Necessary measures are required such as; identification of the target audience and establishment of special online campaign to increased awareness and attract more people to support the movement.

3.4.2 Strengthening Paralegal Work through Capacity Development

The strategic focus for the LSF capacity development is on building the capacities of the paralegal organizations to render quality legal services to the community thus become results-oriented sustainable organizations. The RMOs capacity development interventions were based on the needs identified during ROCA and on the capacity development plans.

LSF continued to strengthen the organizational capacities of RMOs and paralegals through several capacity building activities. Capacity building activities were coordinated at each level from LSF to RMOs and RMOs to paralegals. Despite resource mobilization trainings, a massive paralegal refresher training was conducted for purpose of imparting and updating paralegal knowledge, skills and methodologies for improving their performance as legal aid practitioners as required by the Legal aid Act and its regulations. Many thanks to DANIDA for funding the exercise.

Graph 11: Number of paralegals benefitted from capacity building program by topic



Source: RMOs reports

The graph shows deliberate effort has been made to train paralegals on Local Resource Mobilization (LRM), the training improved paralegal’s skills on how to “think business”, identify business ideas and

⁴ The crowd funding is essential, the practice of funding a project or venture by raising small amounts of money from a large number of people normally through an internet platform.

mobilize resources within their localities hence minimize donor dependence for their activities. It is envisaged that by the end of 2019 paralegal units should generate at least Tshs 1,500,000.00 as local resources for their sustainability

The LSF has gone a step further to establish seven Centers of Excellence (CoEs). The objective of CoEs is to provide reference points for other paralegals to learn. The learning might be on the legal aid service delivery and legal education, financial literacy, governance and leadership and approaches for financial sustainability, monitoring and evaluation, project implementation and resources mobilization. The centres already started to receive paralegals from other units for learning purposes. The centers impact will be monitored for future decision making.⁵

In 2018, an innovative Grantees Peer Review Process (GPRP) was established. GPRP implementation started in Lake Zone RMOs at PACESHI in Shinyanga, KIVULINI in Mwanza, KASODEFO in Simiyu, NELICO in Geita, JSDV in Tabora and CWCA in Mara. The process has proved to be effective and potential for bringing change in particular for those organizations found not performing well. The process allows the GPRP panelist to review operations and plans of fellow RMOs and propose corrective measures and action points to be taken by the host RMO for improvement.

Mentoring and coaching continued as the basis for disseminating capacities to RMOs and paralegal units. This involved onsite visits and online communication between RMOs and LSF staff and between RMO staff and paralegal units. At LSF level, most of the initial communication on mentoring and coaching started by submission of goals and action plans for six months. However, it was noted that the concept of mentoring and coaching is a challenging concept to RMOs. It appears that RMOs failed to understand their roles in the process. Apparently, in that case, it appears LSF has insufficiently succeeded to develop a relationship between mentors and mentees at this initial stage. The concern from LSF is on the slow pick up of the process by the RMOs. To comprehend the process during the second half the year an initiative was made to allow mentees to select their favorites mentors which is more of bottom-up approach the idea that liked most against the previous approach which was top-down approach. The process went successfully and it is expected early next year new mentors and mentees will engage effectively.

Paralegals were exposed to capacity development through peer exchange visits to the Centre of excellences in both Zanzibar and Mainland. Paralegals were mentored on different issues which needed close follow up on its implementation for the instance, establishment of the Board of Directors whereby until this reporting period all 175 paralegal organizations have Board that will enhance the good governance, accountability and transparency in their organizations.

In Zanzibar RMOs imparted skills and knowledge on constitution review and how to register as NGOs, governance issues and resource mobilisation. Total number of 169 (97 males, 72 females) attended the training.

⁵ . Centers of excellence are Serengeti Paralegal Organization in Mara region, Ukerewe Paralegal Organization in Mwanza, Chamwino Paralegal Organization in Dodoma, Kibondo Paralegal Foundation in Kigoma region, and TOJE unit in Tanga region, Makete Paralegal Organization in Njombe region, Kyela Paralegal Organization in Mbeya and Micheweni Paralegal Organization in North Pemba.

Paralegals also benefited from other trainings on human rights, legal and women rights. 1,997 paralegals, 387 (205 males, 182 females) participated in the training. For purposes of improving their financial capabilities, 565 (348 males and 217 females) paralegals trained on finance management and 175 paralegals (98 males, 77 females) trained on Strategic Plan formulation and its implementation. The online database system was an ongoing exercise for paralegals. Therefore, a total of 276 paralegals (176 males, 100 females) trained on how to effectively use the online data system. Through mentoring and coaching, gradually paralegals will manage to use the online data system. Moreover, peer learning, exchange visits and trainings will help in improving their practical knowledge and skills in dealing with justice issues affecting the community.

Table 7: Outcome 4: Sustainable quality Legal Aid

Level of result		Indicators	Milestone Jan-Dec 2018	Achievement Jan-Dec 2018	Comment, qualitative score
Outcome	Sustainable quality Legal aid	% of paralegal units who raise more than 20% of their annual turnover from local resource mobilization	6%	17%	Local resource mobilization training has been conducted. In their union paralegals raised a total amount of 71,461,440.00/=
		% of LAPs (larger ones) who raise more than 20% of annual turnover through local resource mobilization	6%	No data	Local resource mobilization training has been conducted. The actual data collection and measurement will be tracked.
Outputs	Output 1: Organizational systems strengthened	# of LAPs who report directly into the web-based	200	160	Internet access was reported to be a challenge for some paralegal units thus failed to use the online data system
		% of units with a strategic plan	50%	96%	165 units out of 172 units reported to have strategic plans and reported to have board of director.

Level of result		Indicators	Milestone Jan-Dec 2018	Achievement Jan-Dec 2018	Comment, qualitative score
	Output 2: Paralegals units which maintain at least 25 members with the desired ratio of 60:40 gender balance	% of units who remain with at least 25 paralegals	80%	16%	This is according to 130 units reported.
		% of units with more female paralegals with the female: male ratio of 60:40	80%	15%	This is according to 130 units reported in the offline database.

Source: LSF and grantees quarterly reports

3.4.3 ADVOCATED FOR THE RIGHTS OF THE MINORITY/INDIGENOUS PEOPLE: The Maasai Loliondo Case

The Maasai people highlighted the rights to have their existence as a protected group, their identity recognized and their effective participation in public life and respect for their cultural, religious, linguistic pluralism safeguarded. For than three decades the Maasai in Loliondo advocated for their land right rights. Evictions of Maasai started in August 2017 when rangers evicted people and livestock from 1500 square kilometre of land in Loliondo. Houses and Bomas have been burned. The eviction took place during an extreme drought.

A hunting company from United Arab Emirates Otterlo Business Corporation has exclusive hunting rights on an area of 40,000 hectares to the East of Serengeti National Park. For many years OBC has been lobbying the government to turn the 1500 square kilometre area into a protected land. The land is the ancestral land of Maasai. They have been resisting eviction from Loliondo since OBC was granted hunting rights in 1992.

Due to the forced evictions, 6800 people rendered homeless, property destroyed and left without shelter food or water. There were numerous human rights abuses ranging from rape, beatings and other inhuman degrading treatment. The number of the affected people might be higher because the evictions is still going on. Tired with the inhumane treatment, Tanzania Community Pastoralist Community Forum (TPCF) an NGO advocating for the rights of pastoralists through LSF support filed Reference No. 10 of 2017 to the East African Court of Justice at Arusha. The Plaintiffs are Ololosokwan, Olorien, Kirtalo and Arash Village Councils Against the Attorney General of the United Republic of Tanzania. Due to continuous evictions, property destructions and human rights abuses done by the police and game rangers, TPCF filed application No 15 of 2017 to stop those actions. The Application was decided on their favour. Despite the stop order, the evictions continued that necessitated the East African Court of Justice to visit the area and

wrote to the Government inquiring as to why it failed to respect its ruling. As a consequence, to that the following high-level decisions had been taken by the government:

- The IGP was served with 2 letters from the EACJ and he took the action of removing the Arusha regional Police Commander and the Loliondo OCD.
- The president of the United Republic of Tanzania ordered the line ministry to help villages claimed to be in conservation areas not to be disturbed and prohibited any eviction from that area. This was the result of the interim court order and the high – level political advocacy done by TPCF through the LSF financial support.
- Minister of Home Affairs ordered an arrest of the OBC director who engineered all the violations in Loliondo.
- European parliament issued a resolution about Loliondo and the land rights of the Maasai people and
- The EU Governance working group invited TPCF director to do a 10 minutes presentation on the Loliondo situation. The Embassy of Denmark will cover for his costs.

This is one of the successful works done by RMO and paralegals in making sure that access is being done. It was a combination of advocacy work and litigations. The main case to this matter is on the hearing stage.

3.4.4. LSF GRANTEES PERFORMANCE: Pay for Result

Pay for Results is an approach adopted by the LSF that includes awarding organizations based on their performance (Output and impact level) for both program and finance component as per contractual agreement. This is part of the implementation of a results-based approach by LSF through 2021.

The LSF team have used the developed performance assessment grid that highlights specific performance indicators for program, capacity development, Monitoring and Results and Finance and Administration. In the assessment process results scores are as follows, the program section holds 17%, capacity development 13%, monitoring and Results 50% and Finance and Administration 20% of the total scores (100%). The minimum scores of the first 4 Quarters each grant cycle was 60%, 70%, 80% and 90% respectively, of which the first 2 quarters were granted to all. The scores were however reviewed during the grantee's ED/CEO and Board Chairs meeting where a quarter minimum score of 80% was set for the second year onwards. Performance assessment is normally done per quarter. During the assessment period 14 grantees (Batch 1) have completed their eighth reporting cycle, 10 (Batch 2) completed the seventh cycle, and 5 (Batch 3) have completed the fifth reporting cycle both in Tanzania mainland and Zanzibar. Performance assessment is done on quarterly basis. For making sure that grantees perform to their maximum the LSF invest in program assessment visits, technical assistance and other initiatives to support grantees. Visit assessment looked at assessing the quality of grantees' legal services delivery, sharing best practices for providing high quality legal services, and promoting innovative uses of technology by grantees. In summary, one can say that gradually LSF performance is improving and number of grantees will receive an increment to their grants. Please see grantees continuous scores per quarterly assessment.

Table 1: Results Summary Batch 1 Scores to Date

No	Grantees Name	Scores and minimum score for each Quarter to Date								Status			
		Q 1 (Oct-Dec 2016) 60%	Q 2 (Jan-Mar 2017) 70%	Q 3 (Apr-Jun 2017) 80%	Q 4 (Jul-Sept 2017) 90%	Q 5 (Oct-Dec 2017) 80%	Q 6 (Jan-Mar 2018) 80%	Q 7 (April-June 2018) 80%	Q 8 (July-Sept 2018) 80%	# of Achieved Q	# of consecutive Lost Q	Lost Qs - Intervals	Total Lost Q
1	JSDV			74.3	84	85	91	87	91.5	4	2	0	2
2	AICIL			81.9	78	78	90.6	89.7	81.3	4	2	0	2
3	CCT			69.7	72.8	74.3	82.7	80.5	84	3	3	0	3
4	CELG			65.9	74.3	64	64.3	82.9	89.9	2	4	0	4
5	CWCA			69.4	66.75	65.6	77.5	92	87.4	2	4	0	4
6	KIVULINI			72.2	85.5	81	94	89.7	92.2	4	2	0	2
7	KWIECO			63.9	74.8	76	78.4	80.5	90.5	2	4	0	4
8	LASWA			89	83.8	73.3	70.3	86	86	3	3	0	3
9	LIWOPAC			63	64	71.1	73.3	83.8	89.8	2	4	0	4
10	MHOLA			74.2	84.17	81	81.5	82.8	81.3	4	2	0	2
11	MPLC			87	81	70	82.2	82.2	91.2	4	2	0	2
12	PACESHI			78.4	62.8	73	71.2	76	90.5	1	5	0	5
13	PADI			75.7	79.3	81.5	85.2	84	85.2	3	2	0	2
14	TEWOREC			87	81.3	87	87	89	87.5	5	0	1	1

Source: LSF Quarterly reports

Table 2: Results Summary Batch 2 Scores to Date

No	Grantees Name	Scores and minimum score for each Quarter to Date							Status			
		Q 1 (Jan-Mar 2017) 60%	Q 2 (Apr-Jun 2017) 70%	Q 3 (Jul-Sept 2017) 80%	Q 4 (Oct-Dec 2017) 90%	Q 5 (Jan-Mar 2018) 80%	Q 6 (April-June 2018) 80%	Q 7 (July-Sept 2018) 80%	# of Achieved Q	# of consecutive Lost Q	Lost Qs - Intervals	Total Lost Q
1	BAK-AID		81.9	80.8	84.5	92.5	83.5	97	4	0	1	1
2	KASODEFO		78.7	75.5	79	91.6	83.9	91.5	3	2	0	2
3	MASCNET		84.9	76	79	81.5	80	90.8	3	2	0	2
4	MBEPACE		68	81	73.29	75.5	82.1	83	3	2	1	2
5	MORAVIAN		60.7	70	67.1	80.1	75.6	84.8	2	2	1	3
6	NELICO		74	79.5	71.8	78.9	93.5	87.5	2	3	0	3
7	ACT		61.9	75.8	67.8	79.7	88.2	91	2	3	0	3
8	SEMA		76.8	85	78.5	86.2	90.2	90	4	0	1	1
9	FAWOPA		47	75.7	55.6	72	75.5	83.5	1	4	0	4
10	KAESO		55.4	79.5	86	73.5	86.5	84	2	3	0	3

Source: LSF quarterly reports

Table 3: Results Summary Batch 3 Scores to Date

No	Grantees Name	Scores and Minimum for Each Quarter					Status			
		Q 1 (Jul-Sept 2017) 60%	Q 2 (Oct-Dec 2017) 70%	Q 3 (Jan-Mar 2018) 80%	Q 4 (Apr-Jun 2018) 90%	Q 5 (Jul-Sept 2018) 80%	# of Achieved Q	# of consecutive Lost Q	Lost Qs - Intervals	Total Lost Q
1	FRAL	82	64	82.5	76.2	80.4	2	0	1	1
2	TPCF	51.01	60.6	74.2	64.5	69.1	0	3	0	3
3	UWZ	54.8	69.3	74.4	73.4	84.2	1	2	0	2

4	ZAFELA	40.5	57.1	62.8	53.8	72.3	0	3	0	3
5	PIRO	54.1	58.3	52.3	68.5	81	1	2	0	2

Source: LSF Quarterly reports

The general performance in the period indicates a positive progress; there is a slight increase of grantees performance based on the set standards. Performance of grantees for batch 2 is constantly increasing as compared to those in batch 1 and 3. During the period for all the assessed grantees 6 have not perform well and they were included in a special capacity development plan with a close follow up. In general, there is an improved performance in terms of projects implementation.

Success Story

Salum reclaims his land

Ownership and access to land is a right of everybody which is clearly provided for in the country’s land laws—the Land Act and Village Land Act of 1999. However, majority of Tanzanians, particularly poor men and women, are not enjoying this right. A number of documented studies and random surveys indicate that well-to-do individuals and those in power own large part of the country’s land, leaving millions of poor Tanzanians with small pieces of land for subsistence-agriculture and other economic activities.

The situation is more than worse in the rural settings where local executives, wealthy individuals, law enforcers, use their positions and “financial muscles” to grab land from the poor women and men.

Salum Paul, 60, is a retired public servant, who was once subjected to serious psychological and physical pains as he struggled to recover his land which was grabbed by a local executive officer. Salum resides in Mbogwe district (Geita).

Having retired from public service in 2014 and got his “Golden-shake”, former teacher (Salum) of Bunyihuna primary school, bought 6 acres at Masumbwe village (Mbogwe ward)—as part of his long-term plans to engage in extensive agriculture and related activities. Former head-teacher reorganized the land and divided it into pieces of different sizes ready to pursue his dream.

Some few months down the line, Masumbwe ward executive officer arrived at one of his plots and claimed that he is the owner of the land. The invader threatened to lock the retired teacher in police custody if he will not surrender and distance himself from the land.

Later on, it came to light that the invader had the support of some police officers and primary court magistrate—all of them were pressuring the teacher to give up and declare that he is not the owner of the land.

“Ward executive officer colluded with police officers and primary court magistrate to grab my land,” says Salum. As part of the syndicate, the teacher was arrested and locked in police custody for a week. While in custody, police officers told him that he will not be released until he declare that he was not the owner of the plot.

“I refused to make such declaration. However, considering that I was in custody, with no money or any other means to fight for my rights, I accepted and declared that the plot is not mine,” added Salum.

But Salum’s declaration was strategically made as he sought for freedom and sufficient space and time to step up a fresh battle for his land rights. As a free man, Salum went back to the disputed plot and installed some visible marks around his land. Annoyed by Salum’s action, the ward executive officer filed a case at Masumbwe primary court which ruled in his favour.

One day, as he was walking around the village, Salum saw a signboard of Mbogwe paralegal organization. He noted mobile-contacts on the signboard, called the numbers and was directed to the organization’s offices.

The next day, Salum visited paralegal offices which aided him—coaching, drafted court documents and forwarded an appeal to the Kahama District Land and Housing Tribunal. Salum won the case, as the court dismissed Mbogwe primary court decision and declared him rightful owner of the land.

At the moment, Salum grows variety of crops on the land, which he sells and generate income to take care of his family.

“Due of their powers and cash, local executives and law enforcement officers are always denying our rights to own and access land...and we are so poor to fight them. But God is making a way for us, paralegals are helping us,” says an old-woman Mwajuma Omary, Salum’s neighbor.

SECTION FOUR: FINANCE AND ADMINISTRATION

4.1 Administration and Human Resources

The administration component of the LSF played a major role in making sure that the LSF activities are smoothly implemented. The LSF is working towards sustainability of its programs are sustainable at an acceptable standard. To foster that, the Business development and Communication manager was recruited during the year and reported on 1st June,2018. The current LSF CEO plans to leave the organization first half of 2019. The recruitment of the new CEO is in process, where 5 best candidates have been shortlisted and will be interviewed by board recruitment committee in Jan 2019.

The LSF understands that quality of staff determines the success and failure of the organisation. Having that in mind, the LSF annually develops and empower her staff to drive productivity and its effectiveness. To realize this, the administration unit developed the staff capacity development plan for 2018 and seven staff attended training in and out Tanzania (annex 3). Staff capacity development has the advantage of making staff feel committed to their work and to the LSF (the sense of belonging). Staff capacity development programs enable staff to perform better and increase commitment to their jobs hence resulting to staff maximizing their potential, knowledge and skills to improve the LSF performance in general.

In ensuring the LSF is safeguarding its staff welfare, three new policies were in this year and these are Anti-Sexual Harassment, Consultancy work and Safety, Health & Welfare (OSHA). These policies were approved by the board in September.

In the same line of improving staff well-being, team work and performance, the LSF also organized a staff retreat that took place in Tanga in February. The theme for the retreat was success through synergy. Staff

learned about increased results-orientation, team work by team building, valuing differences and delegating tasks to others while enhancing their capabilities.

For 2018, the LSF improved its information and communication platforms and completed the development of the Local Area Networking (LAN), internet and the web-based monitoring system. As of now, within the LSF most staff requests are done online. For example, all requests ranging from leave approvals to workshop approvals are done and approved online. The LSF records are now also managed electronically.

4.2 Finance and Grant management

As from the beginning of the year, the LSF embarked on a journey to improve the efficiency and effectiveness of its operations. One of the major activities in this endeavor was to shift from cash-based to accrual accounting as required by the Income Tax Act Regulations (2014) section 21(3).

The accrual concept of accounting requires that financial statements reflect transactions at the time when they actually occur, regardless of whether actual cash has been paid or received. This shift of accounting basis involved preparations of financial reports for 5 years, i.e. 2013 to 2017 based on accrual basis and subject them to the audit. The process went very well and the audit report was issued in October with unqualified audit opinion. Then the process of preparing tax return based on accrual basis together with the tax amnesty by the tax consultant followed and we succeeded to present our tax return to TRA at the end of November. As of now we are still waiting for the feedback from TRA.

Another major activity conducted in 2018 was the installation of ERP- (Enterprise Resources Plan) to replace Microsoft Navision due to its various limitations. This important process was smoothly executed and the new software became operational as from July 2018 but it accommodated all transactions as from January 2018 together with the closing balances from 2017. In comparison to the previous software, ERP enhances accounting processes by allowing smooth operations on an accrual basis by enhancing the **availability of information** – data is instantly available and can be made available to different users in different locations at the same time. On **Legibility** – the onscreen and printed data should always be legible and so will avoid errors caused by poor figures. ERP also allows **automatic document production** – fast and accurate invoices, credit notes, purchase orders, printing statements and payroll documents are all done automatically. In addition, **Up-to-date information** – the accounting records are automatically updated and so account balances (e.g. staff imprest accounts) will always be up-to-date etc. The system also can easily be integrated with other required function such fixed asset management, HR function like payroll, and Grant making and management function which we are still reviewing and see how it can be accommodated.

4.1.2. Grants management

During the year, more than TZS 7 billion was disbursed to grantees of which about TZS 210m supported commemorations through Government where TZS 116m supported activities/commemorations in the mainland and TZS 94m supported the same in Zanzibar. 6 grants for Dar urban were successfully closed. Extension of these projects were subject to funding availability in 2019.

4.1.3. Continuation of Grantees Annual Audit Status

Grantees annual audit process started at the end of 2017 and was divided into five phases so as to cover all grantees basing on the period contracted to implement the project, which differs between grantees.

- i) As from December 2017 to September 2018 all (39) grantees were audited for the first year of project implementation in which all received **unqualified opinion**.

- ii) The second-year financial audit for grantees is planned to start in January 2019 for two batches with a total of 21 grantees and the reports will be ready by the mid or end of February 2019 so as to be annexed in the LSF overall audit report for 2018. Another batch of 15 grantees will be audited later in the year to make a total of 36 grantees. Unlike in the first-year audit, where PUs audit reports were annexed to RMOs reports, in this 2nd year each PUs will have its own audit report in order for them to comply to NGOs Act and Income Tax Act and other legal requirements. Moreover, separate (institutional) audit report will put them at better position for fundraising.:

In 2018, LSF board constituted and Audit & Compliance Committee. The committee works collaboratively with the LSF secretariat to ensure amongst others, effective audit exercises for the secretariat and grantees. To start with this committee recommended for an extension of the LSF internal auditor scope in order to also include internal audit of sampled grantees in each financial year. In this year 4 grantees were supported for the internal audit and the reports are evidently going to add value in the enhancement of internal controls of these grantees.

SECTION FIVE: LESSONS LEARNED AND CHALLENGES

For the reporting period, the following lessons and challenges were noted:

Lessons

Institutionalization of results-based monitoring for the programme is shaping the thinking beyond inputs, process and outputs. The stronger focus on outcomes and impact has started bringing good results in particularly in reframing LSF logical framework and theory of change. Result based approach contributes to the LSF partners' improvement on their projects performance and good reporting of data.

From the RMOs experience it is vivid that exchange learning programme is beneficial for capacity building among RMOs and paralegals. It is through exchange learning that paralegals are imparted with practical experiences on how their fellow best-performing paralegals are working. This creates a room and a platform for networking, experiences and skills sharing in the whole process of the project implementation.

The refresher training carried to paralegals is vital to the capacity building of the paralegals. The trainings will increase paralegals knowledge, skills and impart community-wide approach in resolving justice problems. With skills and knowledge paralegals will strongly become involved in community education, empowering people to develop and be self-reliant in resolving justice issues. Because the coordination of legal aid services and its quality is now under MoCLA, the LSF hope the quality of paralegal services delivered will also be improved. Paralegals after the training will receive identity cards and certificates from the government. This will create confidence and command respect to paralegals while working with the community. This has the disadvantages of seeing paralegals as government officials as opposed to volunteers.

Local solution for local problems has exhibited through the capacity development exchange visits started among paralegals. The exchange visits offered considerable scope for paralegals to learn and challenging one another. It supports interaction among paralegals and fosters fruitful learning in understanding each other's common challenge, experiences, and best practices. It is an approach that values practitioner knowledge and promotes reflective practice as a way to make knowledge explicit, and since it is between peers, it has strongly improved learning among paralegals.

Members of parliament are lawmakers and are very influential in their constituencies and nation at large. The idea of converting them during Bunge sessions in Dodoma to discuss the presence, role and responsibilities of paralegals could be a key factor to bring about paralegals' visibility. The meetings opened a door and also laid a platform that will allow the community and local leaders to accept and easily engage with paralegals.

Capacity building is defined as the ability of an organization to achieve their mission in an effective manner. The LSF is a learning organization hence continually works on improving staff capacity through trainings, workshops and conferences. It also encourages staff to use the online learning portals and to join various professional networks to continually improve their capacity.

Paralegals are drivers for LSF programme, and any failure from the units to deal with accountability issue jeopardizes the LSF and harms its reputation. On the same key note, the incapacity of paralegal units to handle financial matters is much known, but there has been a practical little acknowledgment to that due to few financial technical field visits realized from finance department. Therefore, sufficient support and financial monitoring visit of RMOs to paralegal units is highly encouraged.

Challenges

Developing a long-term sustainability plan is a challenge for both RMOs, paralegals and even for the LSF. RMOs and paralegal organizations do not include long-term financial sustainability in their strategic plan. This is mainly caused by limited capacity in Local resources mobilization, communication and systems needed to approach and build relationships with alternative local donors. LSF is also struggling to put down the sustainability policy that will guide the organization for coming years.

Uncertainty in training new paralegals. The paralegal training manual is already in place; however, the modality for training paralegals is yet to be known. LSF will continue to make follow up and learn when the trainings will start.

LSF started raising money from a platform that allows a large number of people to contribute; the platform is called *Crowdfunding* mechanism. This is new innovation available from a number of platforms over the internet. While it seems a good mechanism to raise money but for Tanzania, it has been proved difficulties being a new approach. There are number of reasons that could be attributed to the situation, it could be that most of Tanzanian who are the main target for contributing to the support, have limited knowledge on using such internet platforms or the fact that since it uses sophisticated means of payment using digital wallets such as credit cards and debit cards it is therefore not appropriate, at least for, now for many Tanzanians; or it could be that for time being little investment in communicating about the platform has

been done to raise awareness of people. All in all, it calls for the change of approach, because in Tanzania most money is raised via mobile money platforms using mobile phone companies, it is important to reflect on how such channels could be used to raise money to support paralegals in the country.

ANNEXES

ANNEX 1. FIELD TRIPS

Date	Destination	Organization(s) visited	Staff involved	Objectiv
17 th – 21 st January	RUVUMA & RUKWA	AICIL & KAESO	Ramadhan Masele and Andrew Kasagula	<ul style="list-style-type: none"> • Mentoring and Coaching
29 th -31 st January	TABORA & KIGOMA	JSDV & BAKWATA	Ramadhan Masele	<ul style="list-style-type: none"> • Mentoring and Coaching
5 th – 9 th February	KIBONDO, UKEREWE & KYELA	BAKWATA, KIVULINI & MBEPACE	Bryceson Munuo	<ul style="list-style-type: none"> • Assessing Zonal Paralegal units
7 th – 8 th February	MTWARA	FAWOPA	Fortunata Kitokesya, Joseph Magazi and Renatus Kidwanga	<ul style="list-style-type: none"> • Mentoring and Coaching
8 th - 10 th February	IRINGA	LASWA	Said Chitung, Mahada Erick and Andrea kasagula	<ul style="list-style-type: none"> • Mentoring and Coaching
11 th – 12 th February	DODOMA	Meeting with MOCLA	Kees Groenendijk, Bonney Majila, Scholastica Jullu and Renatus Kidwanga	<ul style="list-style-type: none"> • Reconfirmation of our preparedness to close collaborate and coordinate with MoCLA • Re-assessment of need for MoU between MoCLA and LSF • LSF Board decision on MoCLA observer status in Board meetings (for information) • LSF Annual Plan 2018 (for information) • LAA Regulations: Status. We need know when will the

				<p>consultation process start and who will be involved?</p> <ul style="list-style-type: none"> • Training and certification of Voluntary Community Based Paralegals and • Paralegals in prisons and at police stations for our proper understanding of the approach
11 th – 12 th February	DODOMA	KATUKA Paralegal Unit	Victoria Mshana	<ul style="list-style-type: none"> • Centre for Excellence Assessment
14 th – 15 th February	TANGA	TOJE Paralegal Unit	Victoria Mshana & Andrea Kasagula	<ul style="list-style-type: none"> • Centre for Excellence Assessment
19 th – 20 th February	DODOMA	National Council of NGO	Fortunata Kitokesya	<ul style="list-style-type: none"> • Provide Technical Support to the NGO Policy Working Group
21 st – 23 rd February	KATAVI	ACT - DLR	Fortunata Kitokesya & Joseph Magazi	<ul style="list-style-type: none"> • Mentoring & Coaching Program
4 th – 10 th March	MWANZA & MARA	KIVULINI & CWCA	Lauden George	<ul style="list-style-type: none"> • To Visit and discuss to the RMO, paralegals, Clients, and other stakeholders who work closely with paralegals to understand challenges and successes paralegal faces in provision of legal aid services. • To identify improved paralegal performance (tracked record keeping status and challenges identified) and best practice at the unit and • To examine relationships exist amongst RMOs, paralegals and local government leaders.
5 th -8 th March	NAIROBI	NAIROBI BASED ORGANIZATION S	Kees Groenendijk & Robert Zephania	<ul style="list-style-type: none"> • learning visits to meet Nairobi based organizations with comparable interests and activities
13 th – 17 th March	MANYARA & MOROGORO	MACSNET & MPLC	Geofrey Mwakabejela,	<ul style="list-style-type: none"> • Mentoring & Coaching Program

			Robert Zephania & Renatus Kidwanga	
18 th – 24 th March	NJOMBE & RUVUMA	PADI & AICIL	Joseph Magazi, Henry Simon & Andrea Kasagula	<ul style="list-style-type: none"> • To visit and discuss to the RMO, Paralegals, Clients, and other stakeholders who work closely with paralegals to understand challenges and successes that paralegal faces in provision of legal aid services. • To identify improved paralegal performance (tracked record keeping status and challenges identified) and best practice at the unit • To examine relationship, exist amongst RMOs, paralegals, local government leaders and other stakeholders, and; • Observation to adherence of contracts requirement i.e methodologies, sample of both participants/ respondents, areas of work.
26 th – 27 th March	MWANZA & MARA	UKEREWE & SERENGETI Paralegal Units	Bonney Majila	<ul style="list-style-type: none"> • Centre for Excellence Assessment
29 th March	KAGERA	MHOLA	Bonney Majila	<ul style="list-style-type: none"> • Mentoring & Coaching Program
4 th – 16 th April	TABORA & RUKWA	ULYANKULU, KATUMBA & MISHANO REFUGEE SETTLEMENTS	Ramadhan Masele, Fortunata Kitokesya & Andrea Kasagula	<ul style="list-style-type: none"> • Rapid Assessment on Issues Facing Newly Naturalized Tanzanians in Ulyankulu, Mishano & Katumba in Tabora and Katavi Regions- Northern Tanzania
15 th – 21 st April	SIMIYU & SHINYANGA	KASODEFO & PACESHI	Victoria Mshana & Richard Mwakalindile	<ul style="list-style-type: none"> • To monitor the progress of program implementation and provide advice for improvement.

30 th April – 5 th May	MOROGORO & IRINGA	MPLC & LASWA	Bryceson Munuo, Geoffrey Mwakabejela & Renatus Kidwanga	<ul style="list-style-type: none"> To visit and discuss to RMO, paralegals, client and stakeholders who work closely with paralegal to understand challenges and successes paralegal faces in provision of legal aid services To examine relationships exist among RMOs, Paralegal, local government leaders and other informal leaders if possible
14 th - 21 st May	DAR ES SALAAM	CRC, TACCI, TAWLA, PDF, LEAT & LHRC	Ramadhan Masele, Robert Zephania & Andrea Kasagula	<ul style="list-style-type: none"> Monitoring visit to 6 grantees implementing the urban legal empowerment pilot project and the three paralegals units in Dar es Salaam. The visit aims to establish the project implementation status, delivery of the key targets and provide some comments for sustenance and or improvement on the areas that need more attention by the partners.
20 th – 27 th May	MWANZA, SHINYANGA, TABORA, SIMIYU, GEITA & MARA	KIVULINI, PACESHI, JSDV, KASODEFO, NELICO & CWCA	Bryceson Munuo	<ul style="list-style-type: none"> Grantees Peer Review Meeting To foster the adoption of legal empowerment practices and good governance standards and practices that lead to performance improvement which will be achieved through sharing of experiences and reinforcement of successful and best practice, including identifying deficiencies and assessing the needs for capacity development.
20 th – 26 th May	MANYARA	MACSNET – MBULU &	Victoria Mshana	<ul style="list-style-type: none"> Training Quality assurance, LSF will be observing the training exercise in two districts of

		BABATI DISTRICTS		<p>Mbulu and Babati. This is to ensure if the intended message is delivered to WEOS accordingly. The quality assurance will be determined through different criteria in the training evaluation form.</p> <ul style="list-style-type: none"> The quality assurance will focus on facilitators, how best the facilitator delivers the message and handling the class and the Content, how relevant the delivered message is.
6 th – 9 th June	ZANZIBAR	UNGUJA & PEMBA	Bryceson Munuo & Joseph Magazi	<ul style="list-style-type: none"> Assessing best Paralegal and Establishing Center of Excellence in Zanzibar
6 th – 10 th June	MBEYA	MBEYA & SONGWE	Lauden George	<ul style="list-style-type: none"> Data validation and spot check for Data Quality Assessment
11 th -13 th June	DAR ES SALAAM	URBAN GRANTEES	Fortunata Kitokesya	<ul style="list-style-type: none"> Oxford Policy Management (OPM) Visit
11 th – 14 th June	SINGIDA	MKALAMA DISTRICT	Saada Mkangwa & Renatus Kidwanga	<ul style="list-style-type: none"> Data Validation and spot check for Data Quality Assessment
19 th – 22 nd June	LINDI	LIWOPAC	Bryceson Munuo & Andrea Kasagula	<ul style="list-style-type: none"> Assessment of the Grantee under Notice of Termination
19 th – 25 th June	SHINYANGA & MARA	PACESHI & CWCA	Ramadhan Masele	<ul style="list-style-type: none"> Monitoring Visit to Non-Performing Grantee
19 th – 21 st June	KILIMANJARO	KWIECO	Said Chitung	<ul style="list-style-type: none"> Monitoring Visit to Non-Performing Grantee
27 th – 28 th June	SHEHIA OF MUYUNI	SOUTH DISTRICT OF UNGUJA	Joseph Magazi	<ul style="list-style-type: none"> Field Visit and attending the gathering organized to provide legal education to the people of Muyuni
2 nd – 6 th July	UNGUJA & PEMBA	UWZ, ZAFELA & PIRO	Richard Mwakalindile,	<ul style="list-style-type: none"> Finance Field Visit for Audit preparation in Zanzibar

			Kenedy Biseko & Joseph Magazi	<ul style="list-style-type: none"> Evaluating deficiencies in financial systems and addressing the solutions Assessing the implementations plan of previous audit findings Assessing statutory compliance, company or NGO's compliance
10 th – 14 th July	DODOMA & MOROGORO	MoCLA, CCT & MPLC	Said Chitung, Lauden George, Jane Matinde & Renatus Kidwanga	<ul style="list-style-type: none"> Attending MoCLA Meeting on the Online Monitoring and Results System. Quality checks on Paralegal Training on using the Online System.
12 th – 14 th July	ARUSHA	TPCF & FRAL	Geofrey Mwakabejala	<ul style="list-style-type: none"> Finance Field Visit for Audit preparation in Arusha Evaluating deficiencies in financial systems and addressing the solutions Assessing the implementations plan of previous audit findings Assessing statutory compliance, company or NGO's compliance
12 th – 21 st July	MWANZA, MARA, KIGOMA & MBEYA	UKEREWE, SERENGETI, KIBONDO, KYELLA & MAKETE Paralegal Units	Bryceson Munuo	<ul style="list-style-type: none"> Special Assignment to Center of Excellence
17 th – 19 th July	DODOMA & TANGA	KATUKA & TOJE Paralegal Units	Victoria Mshana	<ul style="list-style-type: none"> Determining which Centre of Excellency is best in particular thematic area. Making follow up on fund disbursement for setting these centres. Follow up on Centre of excellency setting activity, to see if they have started to refine

				<p>their offices, adding their office equipment to mention few.</p> <ul style="list-style-type: none"> • Discussing how they will accommodate paralegals who will visit them for learning.
2 nd – 8 th August	SHINYANGA	PACESHI	Said Chitung	<ul style="list-style-type: none"> • Oxford Policy Management (OPM) Visit
27 th - 1 st September	MWANZA & MARA	UKEREWE & SERENGETI	Bryceson Munuo	<ul style="list-style-type: none"> • Peer exchange Visit
29 th – 4 th September	SEATTLE USA	SEATTLE USA	Scholastica Jullu & Jane Matinde	<ul style="list-style-type: none"> • Attending Diaspora Meeting (DICOTA)
2 nd – 5 th September	DODOMA	NBS	Lauden George,	<ul style="list-style-type: none"> • Meeting with NBS on Technical support to RMO on the use of the online system
2 nd – 9 th September	DODOMA, KATAVI & RUKWA	NBS, ACT-DLR & KAESO	Said Chitung, Kenedy Biseko & Renatus Kidwanga	<ul style="list-style-type: none"> • Meeting with NBS on Technical support to RMO on the use of the online system • Monitoring Visit
2 nd – 5 th September	PEMBA	MICHEWENI	Bryceson Munuo, Victoria Mshana & Joseph Magazi	<ul style="list-style-type: none"> • Orientation of Micheweni Paralegal Organization
4 th September	PWANI	CELG	Ramadhan Masele & Geoffrey Mwakabejela	<ul style="list-style-type: none"> • Field Visit to Non-Performing Grantees
11 th – 15 th September	DODOMA	BUNGE	Jane Matinde, Ramadhan Masele & Andrea kasagula	<ul style="list-style-type: none"> • Engagement meeting with Two Parliamentary Committees (Constitutional and Legal Affairs & Community Development) • Attend Validation Session on the Draft Proposed NGOs Policy
11 th – 15 th September	KIGOMA	BAK-AID	Robert Zephania & Moses Kulaba	<ul style="list-style-type: none"> • Board Member Field Visit

16 th – 20 th September	SHINYANGA & MARA	PACESHI & CWCA	Ramadhan Masele & Geofrey Mwakabejela	<ul style="list-style-type: none"> Field Visit to Non-Performing Grantees
16 th – 29 th September	MBEYA	MBEPACE	Lauden George	<ul style="list-style-type: none"> Quality check & Technical Support Online Monitoring & Result System Assessment of Capacity Development Approach to LGAs under CHRAGG
21 st – 22 nd September	KILIMANJARO	KWIECO	Ramadhan Masele & Geofrey Mwakabejela	<ul style="list-style-type: none"> Field Visit to Non-Performing Grantees
23 rd – 28 th September	MTWARA	FAWOPA	Bryceson Munuo, Joseph Ndunguru & Renatus Kidwanga	<ul style="list-style-type: none"> Board Member Field Visit
23 rd – 29 th September	MARA	CWCA	Said Chitung	<ul style="list-style-type: none"> Assessment of Capacity Development Approach to LGAs under CHRAGG
24 th – 25 th September	LINDI	LIWOPAC	Ramadhan Masele, Geofrey Mwakabejela & Andrea Kasagula	<ul style="list-style-type: none"> Field Visit to Non-Performing Grantees
24 th – 28 th September	GEITA	NELICO	Jane Matinde & Dr. Benson Bana	<ul style="list-style-type: none"> Board Member Field Visit
30 th Sept – 7 th October	MANYARA	MACSNET	Lauden George	<ul style="list-style-type: none"> Assessment of Capacity Development Approach to LGAs under CHRAGG
30 th Sept – 6 th October	MARA	CWCA	Said Chitung & Fotius Rutabingwa	<ul style="list-style-type: none"> Board Member Field Visit
30 th Sept – 7 th October	MTWARA	FAWOPA	Saada Mkangwa & Andrea Kasagula	<ul style="list-style-type: none"> Assessment of Capacity Development Approach to LGAs under CHRAGG
1st -3rd October	PWANI	CELG	Geofrey Mwakabejela, Asha	<ul style="list-style-type: none"> Board Member Field Visit

			Aboud & Renatus Kidwanga	
7th – 13th October	TANGA	TEWOREC	Victoria Mshana, Focus Lutinwa & Renatus Kidwanga	<ul style="list-style-type: none"> • Board Member Field Visit
8th – 11th October	PEMBA	MICHEWENI PU	Bryceson Munuo & Joseph Magazi	<ul style="list-style-type: none"> • Paralegal Learning Visit
15th – 18th October	TABORA		Ramadhan Masele, Fortunata Kitokesya & Andrea Kasagula	<ul style="list-style-type: none"> • NNT Feedback Meeting
15th – 18th October	ZANZIBAR	UWZ, PIRO & ZAFELA	Robert Zerphania	<ul style="list-style-type: none"> • Success Stories Documentation
21st – 31st October	SINGIDA, DODOMA, IRINGA, MBEYA & MOROGORO	SEMA, CCT, LASWA, MBEPACE & MPLC	Robert Zephania & Renatus Kidwanga	<ul style="list-style-type: none"> • Success Stories Documentation
21st October – 24th	DODOMA	CSO Week	Jane Matinde & Said Chitung	<ul style="list-style-type: none"> • CSO Week
24th – 26th October	DODOMA	TOT Training	Fortunata Kitokesya & Andrea Kasagula	<ul style="list-style-type: none"> • TOT Training
24th October – 26th	DODOMA	Registrar for NGOs	Bonney Majila	<ul style="list-style-type: none"> • NGO Registration
13th – 17th November	ARUSHA	FRAL & TPCF	Ramadhan Masele & Said Chitung	<ul style="list-style-type: none"> • Grantee & LSF Technical Working Group Meeting
14th – 19th November	MWANZA, GEITA, SHINYANGA & SIMIYU	KIVULINI, NELICO, PACESHI & KASODEFO	Bryceson Munuo	<ul style="list-style-type: none"> • Paralegal Training Monitoring and Mentoring Visit
21st – 24th November	TANGA & KILIMANJARO	TEWOREC & KWIECO	Victoria Mshana & Andrea Kasagula	<ul style="list-style-type: none"> • Refresher Training Quality Check
21st – 26th November	MOROGORO, DODOMA & SINGIDA	MPLC, CCT & SEMS	Fortunata Kitokesya & Renatus Kidwanga	<ul style="list-style-type: none"> • Monitoring of the Refresher Training to Paralegals

				<ul style="list-style-type: none"> • Launch of 16 days of Activism
22nd – 23rd November	DODOMA	ARDHI	Bonney Majila	<ul style="list-style-type: none"> • Follow up on Certificate of Compliance and Land Acquisition
3rd – 6th December	PEMBA & UNGUJA	PIRO, UWZ & ZAFELA	Joseph Magazi & Cheggy Mziray	<ul style="list-style-type: none"> • Board Member Field Visit
5th – 9th December	TABORA & SIMIYU	JSDV & KASODEFO	Lauden George & Andrea Kasagula	<ul style="list-style-type: none"> • Internal Data Verification & Quality Checks Outcome Survey
6th – 8th December	MOROGORO	MPLC	Geofrey Mwakabejela	<ul style="list-style-type: none"> • Finance Capacity Building Session
10th – 12th December	MBEYA	MBEPACE	Richard Mwakalindile	<ul style="list-style-type: none"> • Finance Capacity Building Session
10th – 16th December	SHINYANGA & TABORA	PACESHI & JSDV	Bryceson Munuo	<ul style="list-style-type: none"> • CHRAGG Training Monitoring
10th – 13th December	LINDI & MTWARA	LIWOPAC & FAWOPA	Ramadhan Masele, Geofrey Mwakabejela & Renatus Kidwanga	<ul style="list-style-type: none"> • Performance Discussion and follow-up some emerging Issues
10th – 14th December	TANGA & ZANZIBAR	TEWOREC, UWZ, ZAFELA	Said Chitung	<ul style="list-style-type: none"> • Internal Data Verification & Quality Checks Outcome Survey
12th – 15th December	MWANZA & MARA	KIVULINI & CWCA	Kenedy Biseko	<ul style="list-style-type: none"> • Finance Capacity Building Session

ANNEX 2. WORKSHOPS HELD

Date	Workshop Name/Theme	# of participant	Venue	Materials Distributed	The objective(s) of workshop
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22 nd -24 th January	RMO & Other Grantees Report Review	10	LSF Office		<ul style="list-style-type: none"> Quarterly RMO's and other grantees reports review
25 th -26 th January	LSF Sustainability Approach Meeting	16	LSF Office	Pens, Note Books & Printed Materials	<ul style="list-style-type: none"> To develop the zero-daft sustainability approach to draft 1 and integrate a substantive business development component Draft 1 of an integrated Sustainability Approach 2018-2030 summarized in a brief report by 8th February
1 st -2 nd February	Partner CEO & Board Chair Workshop	90	Giraffe Ocean View Hotel, Dar es Salaam	Printed Materials	<ul style="list-style-type: none"> To discuss together on how to improve projects performance and agree on the minimum standard project performance To learn on the projects implementation status, achievements, lessons learned and find solutions to challenges faced while implementing the projects.
12 th – 14 th February	Online Data Mgt. System Training (TOT)	20	LSF Office	Note Books & Pens	<ul style="list-style-type: none"> Impact knowledge and skills to TOT basically on how to use the new computer – based online system
22 nd February	Annual Board Governance Seminar	15	LSF Office	Printed Materials, Note Books & Pens	<ul style="list-style-type: none"> The Directors and Senior Executive team of LFS: “Roles, Duties and Responsibilities of the Directors
23 rd February	LSF Sustainability Approach	23	Ramada Resort Dar es Salaam	Printed Materials	<ul style="list-style-type: none"> LSF Board Session on Sustainability Approach
23 rd February	LSF Annual Dinner	30	Ramada Resort Dar es Salaam		<ul style="list-style-type: none"> Hand shake for the Departing Board Members (Board Chairperson Hon. Judge JOAQUINE DE MELLO and Vice

					Chair--person Hon. Chief justice OMAR MAKUNGU)
28 th February – 3 rd March	LSF Staff Retreat	22	Tanga Beach Resort		<ul style="list-style-type: none"> • Success Through Synergy
5 th -6 th March	Training on Local Resources Mobilizations	45	GR Hotel		<ul style="list-style-type: none"> • Provide inputs on expanding and diversifying income sources to raise project and unrestricted income from own locality; • Practical skills on key aspects of communications, Local resource mobilization and Local donor relationship building; • Skill to strategically plan for Local resource mobilization in relation to the organization’s strategy for future growth; and • Expertise to develop Organizational Local Resource Mobilization and Sustainability Strategy and Plan which will back up the organizational Strategic Plan. • Skills to identify the local opportunities that may lead into income generations to the RMOs as well as paralegal Organizations.
5 th – 7 th March	LGA Training	150	Golden Tulip Royal Suites of Zanzibar		<ul style="list-style-type: none"> • Creating and strengthening collaboration between Local Government Leaders and other stakeholders in Pemba

8 th -10 th March	LGA Training	95	Golden Tulip Stone Town Boutique		<ul style="list-style-type: none"> • Creating and strengthening collaboration between Local Government Leaders and other stakeholders in Unguja
8 th -9 th March	Training on Local Resources Mobilizations	45	Midland Hotel Ltd Mwanza0		<ul style="list-style-type: none"> • Provide inputs on expanding and diversifying income sources to raise project and unrestricted income from own locality' • Practical skills on key aspects of communications, Local resource mobilization and Local donor relationship building; • Skill to strategically plan for Local resource mobilization in relation to the organization's strategy for future growth; and • Expertise to develop Organizational Local Resource Mobilization and Sustainability Strategy and Plan which will back up the organizational Strategic Plan. • Skills to identify the local opportunities that may lead into income generations to the RMOs as well as paralegal Organizations.
12 th – 16 th March	Results Based Monitoring, Evaluation and Learning Training.	34	Kingsway Hotel Morogoro		<ul style="list-style-type: none"> • Develop a result-based monitoring, evaluation and learning system to all ((a complete system (result framework, M&E plan & policy) using 10 steps of building RBM system));

					<ul style="list-style-type: none"> • Participants to have a common knowledge in results-based monitoring and evaluation and • Institutionalize and operationalize the result-based monitoring, evaluation and learning
12 th – 13 th March	Training on Local Resources Mobilizations	75	Royal Village Hotel Dodoma	.	<ul style="list-style-type: none"> • Provide inputs on expanding and diversifying income sources to raise project and unrestricted income from own locality; • Practical skills on key aspects of communications, Local resource mobilization and Local donor relationship building; • Skill to strategically plan for Local resource mobilization in relation to the organization’s strategy for future growth; and • Expertise to develop Organizational Local Resource Mobilization and Sustainability Strategy and Plan which will back up the organizational Strategic Plan. • Skills to identify the local opportunities that may lead into income generations to the RMOs as well as paralegal Organizations.
16 th March	Board Meeting 24	13	LSF Office	Binded Documents, Note Books and Pens	<ul style="list-style-type: none"> • Audit Report Financial Year 2017 presented by PWC • Annual Report 2017 • Grant Awards

					<ul style="list-style-type: none"> • Sustainability Approach Final Draft • Establishment of Board Resource Mobilization Committee • Information from the Secretariat • Registration of the LSF • Meeting MoCLA • Amendments to a few policy documents • Nairobi donor visit • Succession of the CEO
28 th March	Urban Legal Empowerment Pilot Project: Partners Meeting	22	LHRC Conference Room		<ul style="list-style-type: none"> • Project Progress to date – Success and Challenges, Deliberation of November 14th 2017 Meeting, Final (Year One) Project Evaluation Process.
29 th March	LSF Program Review Meeting	15	LSF Office		<ul style="list-style-type: none"> • First Quarter Program Review Meeting 2018
11 th – 12 th April	Grantee Peer Review Meeting	15	Piccolo Beach Hotel		<ul style="list-style-type: none"> • To enable the panelist to be aware of the process itself on how they are going to conduct the Review including the best approach. • To plan for the GPRM programme for the period of one year • To enable the panelist to prepare the performance indicators for measuring the grantees under review • To enable the panelist to prepare the review budget

					<ul style="list-style-type: none"> To enable the panelist to select their leaders and agreed on the kick-off date of the exercise
12 th April 2018	Annual General Meeting 05	12	LSF Office	Binded Documents, Note Books and Pens	<ul style="list-style-type: none"> Confirmation of Interim Board Chair as Board Chair Annual Report of the Governing Board Audit Report Financial Year 2017 Composition of the Governing Board and extension of members Composition of AGM and extension of Members Sustainability Approach LSF Board ToR, Rules of Procedure and Memorandum and Articles of Association
18 th – 19 th April, 2018	Training to the Representatives from the Centre of Excellence	20	Piccolo Beach Hotel		<ul style="list-style-type: none"> To enable them to understand their role as CoE for learning purposes of other paralegals in their zones To develop further their capacity in the areas of Programme implementation, Governance and Leadership skills, the need for SP in the Organization, Monitoring and evaluation of the projects, Local resources mobilization, Sustainability, Community mobilization, The salient features of Legal Aid Act 2017, External relations with LGA and other stakeholders, Collection of success stories and Documentation and finally financial management To enable the them to prepare budget and action Plan for their Centers

1 st – 4 th May	Online Monitoring & Result System Training	75	Kings way Hotel Morogoro		<ul style="list-style-type: none"> To build and strengthen skills, competencies and abilities of RMOs to be facilitators of paralegals and also become focal points for technical system supports to units on using newly developed online monitoring and results system.
11 th May	Extra Ordinary Board Meeting 04	10	LSF Office	Printed Materials, Note Books & Pens	<ul style="list-style-type: none"> Possible future(s) of the LSF and the Leadership (Informal presentation CEO) LSF leadership profile Recruitment principles: National, International; From inside or outside the LSF, Male or Female Recruitment and Selection Procedures Way forward
25 th May	LSF Grantees Technical Working Group Meeting	18	LSF Office	Note Books & Pens	<ul style="list-style-type: none"> Discuss and deliberate on how the upcoming grantees semi-annual program review workshop will be organized Discuss on how to improve program reach to women across regions among others
22 nd June	Board Meeting 25	15	LSF Office	Binded Documents, Note Books and Pens	<ul style="list-style-type: none"> Program Progress Report January-May 2018 New Policies: Sexual Harassment in the Workplace Consultancy and Work Policy Safety & Health Policy (OSHA) <p>[For Information]</p>

					<ul style="list-style-type: none"> • ToR and Installation of Board Resource Mobilization Committee • Consultant report on LSF Sustainability Approach • Information from the Secretariat Collaboration MoCLA Liaison Function in Nairobi Succession of the CEO Information on the presentation of Kenya Community Development Foundation
22 nd June	Paralegals Technical Meeting	20	Protea Hotel Dar es Salaam		<ul style="list-style-type: none"> • Technical Meeting on Refresher Courses for existing Paralegals
23 rd – 25 th July	Quarterly Grantee Report Review Meeting (April-June 2018)	12	LSF Office		<ul style="list-style-type: none"> • Quarterly Grantees Report review session
31 st July	LSF Second Quarter Program Review Meeting	20	LSF Office		<ul style="list-style-type: none"> • Update of the key progress for each unit
3 rd August	Urban Empowerment Online System Training	8	LSF Office	Note Books and Pens	<ul style="list-style-type: none"> • Training Dar Based Paralegal on How to Use the Online Reporting System
13 th -17 th August	Annual Grantees Program Review Workshop	150	Royal Village Hotel Dodoma		<ul style="list-style-type: none"> • Review the project implementation both program, Finance and other contractual related issues for better realization of results in the coming years, 2019 onwards

					<ul style="list-style-type: none"> • Discuss and agree on better strategies that can be implemented to improve program reach to women across regions among others
28 th August	feedback meeting on the End of Project Evaluation for the Urban Legal Empowerment Pilot Project	15	Crisis Resolving Centre (CRC)		<ul style="list-style-type: none"> • To get feedback from the consultant on the conducted End of the Project Evaluation for the Urban Legal Empowerment pilot project • Discuss and agree on the way forward of the future project implementation subject to the recommendation made by consultant
5 th – 7 th September	Zanzibar Program Support Workshop	49	Unguja		<ul style="list-style-type: none"> • Provide support on the program, Finance, monitoring and evaluation including online data base rolling out • To discuss and deliberate on the practical ways to improve the Zanzibar programme performance at the RMO and paralegal units' level • Discuss with RMO's and Units on Governance related issues, the critical roles of each party (RMO's and Units) • Strategies on how best the program engage other stakeholders including the Government of Zanzibar for a broader justice issues in Zanzibar.

					<ul style="list-style-type: none"> To identify specific technical assistance needs in order to improve quality of program for further actions
29 th - 1 st November	RMO Report Review	12	LSF Office		<ul style="list-style-type: none"> RMO's Quarterly Report Review
7 th - 9 th November	Annual Technical Planning Workshop		Seascape Hotel Dar es salaam		<ul style="list-style-type: none"> 2019 Technical Planning Workshop
15 th November	Extra Ordinary General Meeting 5		LSF Office	Binded Documents, Note Books and Pens	<ul style="list-style-type: none"> Appointment of new LSF auditor for 3 financial Years 2018-2020 Board Succession Plan Implementation: Brief discussions with and consideration of potential candidates for the Board Extension of AGM Members: Brief discussions with and consideration of potential candidates for AGM Membership Information from the Secretariat Financial Statement 2016 and 2017 after transformation accounting basis from cash to accrual
21 st November 2018	Brainstorming session		LSF Office	Note Books and Pens	<ul style="list-style-type: none"> USAID Notice of Funding Opportunity Session
23 rd November	LSF Staff Sustainability & Strategic Approach Meeting	16	LSF Office		<ul style="list-style-type: none"> Workshop and discussion of the LSF sustainability and strategic approach. LSF Strategy 2019-2025.
29 th - 30 th November	LSF Board Sustainability & Strategic	20	Double Tree Hotel Dar es Salaam		<ul style="list-style-type: none"> Workshop and discussion of the LSF sustainability and strategic approach. LSF Strategy 2019-2025.

	Approach Meeting				
7 th December	Board Meeting 27	15	LSF Office	Binded Documents, Note Books and Pens	<ul style="list-style-type: none"> • Welcome to 3 new Board members • Recruitment of new CEO, presentation of EMARON, the recruitment agency • Quarterly Report July-September 2018 • Annual Plan 2019 • Grant awards Urban Legal Empowerment and MACS-NET (FGM) • NBO liaison function, achievements and cost-benefit analysis • Information from the Secretariat • EU Funding • Land in Dodoma • Programming for Newly Nationalised Tanzanians • Way forward for Strategic and Sustainability approach • The annual Board dinner • The end of the term of 2 Board members
10 th – 14 th December	Paralegal Training	170	Msimbazi Centre Dar es Salaam		Promote access of marginalized communities to justice system. Refresher training was a must for paralegals so that, they are able to keep themselves updated with the recent laws and procedures. In the recent years, expectations from paralegals have increased manifold as a result of the enacted LAA 2017.

ANNEX 3**LSF STAFF DEVELOPMENT PROGRAMS**

No.	Dept	Staff Name	Professional development activity (Workshop, training, short course, Seminar, online courses)	Date/Venue
1	M&R	Lauden George	Training on Data Management and Analysis for Qualitative Data using NVIVO	7 th -11 th May/ Nairobi
2	Admin	Mahada Erick	Human Resource (HR) Analytics	3 th to 14 th Sept, ESAMI, Arusha
3	Admin	Veronica Kulanga	Office Management for Admin Assistants	03 th to 14 th Dec, ESAMI Arusha, TZ
4	Admin	Evans Msangambelege	Advanced driving Grade one	17 th Sept-15 th October NIT Dar es Salaam
5	Programs	Joseph Magazi	Project Planning and management Comprehensive Course	24 th Sept-05 th October/MSTCDC Arusha
6	Finance	Bonney Majila	Tax Seminar (Tax Reforms, Finance Act 2017 etc)	2 nd -03 rd August/AUDITAX Consultants Arusha
7	Finance	Richard Mwakalindile	Tax Seminar (Tax Reforms, Finance Act 2017 etc)	2 nd -03 rd August/AUDITAX Consultants Arusha
8	Finance	Richard Mwakalindile	Fundamental IFRS training	05 th -07 th Sept /AUDITAX Consultants Dar Es Salaam

