



Legal Services Facility

STRATEGIC PLAN 2022-2026



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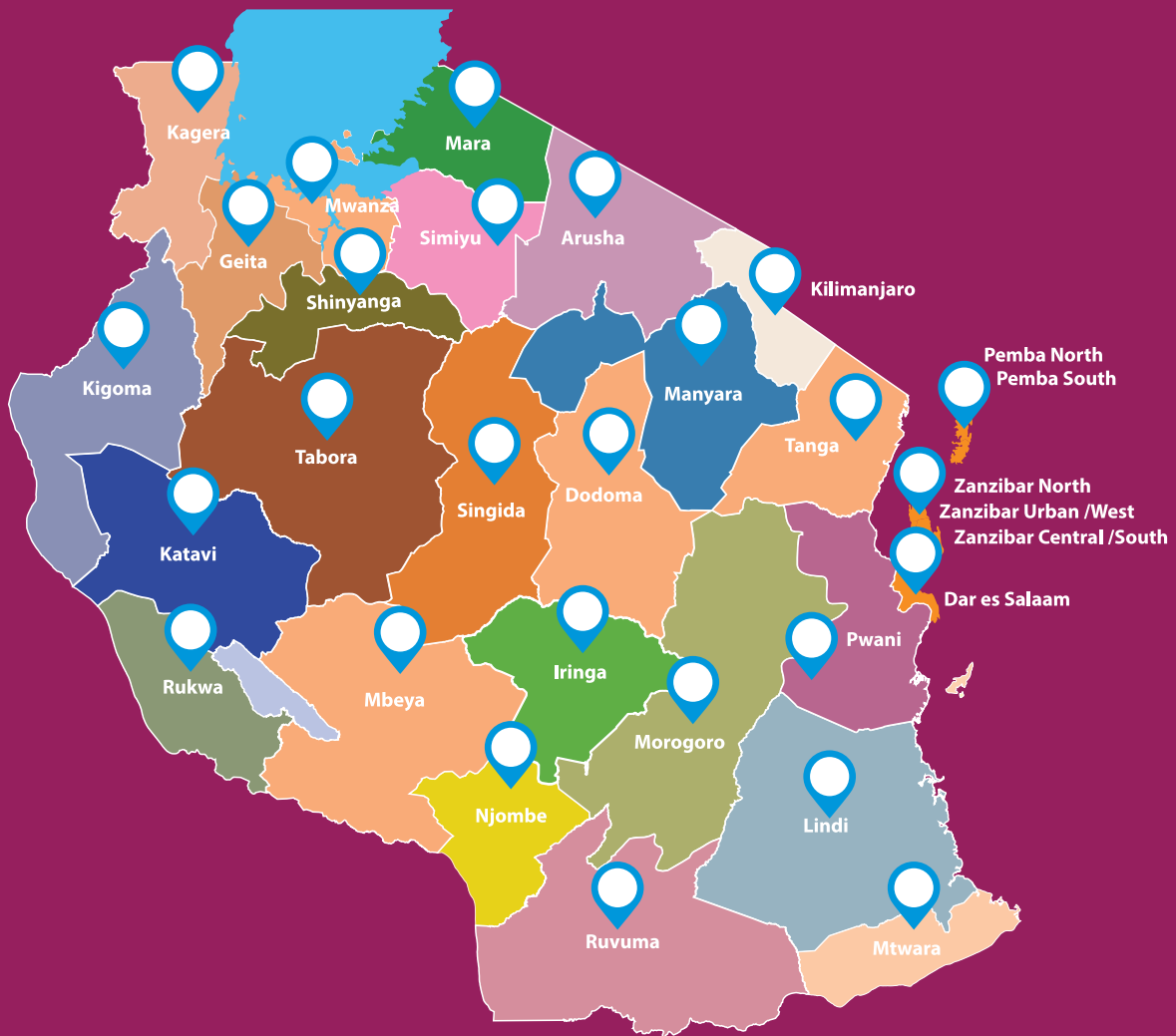
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Our Footprint



ACKNOWLEDGEMENTS

The Legal Services Facility (LSF)'s 2022-2026 strategic plan is the result of hard work, many meetings and drafts by the strategic plan committee and the input and guidance of the management team. The process began in 2020 when the strategic plan committee began to review the 2016-2020 Strategic plan.

A report was then issued to the Board of Directors updating the Board on goals and objectives accomplished and recommendations for outstanding action items. The Management team and the strategic plan committee then sought a consultant to guide the strategic plan development process and involved some members of the Board of Directors at a retreat at Coral Beach Hotel in Dar es Salaam in February 2021.

This retreat was helpful for updating our mission, focusing on issues and goals and reaffirming the purpose and membership of the organization. The strategic plan committee then spearheaded the process of drafting a new plan guided by the outcomes of the retreat and planning processes identified during the retreat, thanks to the leadership and the loyal members of the committee. Their commitment to this planning process, patience and good humour, not to mention their fortitude in seeing it through to the end have not been in vain.

Our sincere gratitude also goes to members of the LSF Board of Directors who participated in the facilitated planning retreat.



Lulu Ng'wanakilala,

Chief Executive Officer, Legal Services Facility



BOARD CHAIRPERSON'S STATEMENT

I am delighted to present LSF's third Strategic Plan which covers the period 2022 – 2026 and reflects how we have significantly advanced from the execution of the first two plans that focused on "enhancement of legal aid", "increasing access to justice for all, in particular for women, through legal empowerment" to a more comprehensive rights-based approach, creating a sustainable environment with equal access to justice while emphasizing on the quality of the legal aid services provided.

At a time of global uncertainty, long-term sustainable decisions guided by a clear purpose can make a positive and significant impact not just on people, but also on the economy and society at large. We believe the strategies we have adopted since 2012 have proved that we are keeping track and focusing on our mandate of promoting and protecting human rights for all thus achieving the goals that we set for ourselves. It is worthy to note that the Board is pleased with the progress achieved during the 2016 - 2020 strategic period.

I am excited by, and proud of, the work that LSF is undertaking. I am confident that this organization is well-positioned to meet the challenges of the 2022 -2026 strategic period and generate sustainable long-term growth across all legal services. We will continue to oversee its performance closely ensuring that execution of its strategy is carried out with financial discipline and integrity.

Regular engagement, dialogue with and feedback from LSF's material internal and external stakeholders are important to our success and are a core element of our delivery model. Understanding stakeholders' views informs and assists our decision-making processes and helps drive progress towards the achievement of our aims, objectives and strategy. Each stakeholder group requires a tailored engagement approach to foster effective communication and mutually-beneficial relationships.

Finally, I would like to thank Lulu Ng'wanakilala, our CEO, and our Management team for their efforts and special thanks to my Board colleagues for their considerable contribution. We all appreciate the dedication, skills and professionalism of our staff. Above all, I would like to thank our loyal donors and development partners for their ongoing support.

In my tenure of serving on the Board as Chair, LSF has progressively delivered on its strategy. Despite various challenges we have encountered, we have all remained committed to continuing to create substantial value, and I look forward to reporting on our progress again in the future.

Beng'i Issa

Chairperson, LSF Board of Directors.





STATEMENT OF THE CHIEF EXECUTIVE OFFICER

It is an honour and a privilege to report another successful strategic period for the LSF as accessibility of quality legal aid services for legally-empowered communities continues to grow. This reflects on the positive performance of the first and second strategic plans which resulted in enhanced access to justice for all, particularly women.

Since its inception LSF has achieved a number of milestones and has witnessed its development from being a grant-making facility for legal aid to a more strategic, comprehensive agency supporting broader access to justice which is a vital aspect of poverty reduction, democratic governance and the general wellbeing and development of the marginalised and disadvantaged communities in particular women and girls.

While celebrating 10 years of achievements of LSF's Access to Justice Program, we are intensifying our program focus on enhancing the quality of legal aid services, and promoting gender equality and girls empowerment, particularly concentrating on addressing inequalities and discrimination, women's land and property rights, gender-based violence, political participation, economic rights and justice, inclusion as well as, access to health rights.

To succeed in its third strategic plan period (2022 – 2026), LSF will continue to contribute to, among other things, law and policy advocacy, capacity development, fundraising, research and learning, partnership development and coalition-building underpinned by learning and communication. LSF will ensure women and girls are at the centre of all interventions

Today, LSF is well-positioned showing long-term growth potential with plans to adopt technology, services and solutions to meet evolving needs of women and marginalized groups. LSF will continue to promote and protect human rights as it builds on the successes and achievements of past delivery models and approaches while incorporating emerging changes and embracing new challenges moving forward. I would like to thank the LSF AGM, Board and all our strategic partners for their ongoing support in achieving Access to Justice for all.

Lulu Ng'wanakilala,

Chief Executive Officer.

LIST OF ACRONYMS.

ADR	Alternative Dispute Resolution
CHRAGG	Commission for Human Rights and Good Governance
CSO	Civil Society Organisation
DANIDA	Danish International Development Agency
FCS	Foundation for Civil Society
FGD	Focus Group Discussion
GBV	Gender-Based Violence
GET	Grassroots Empowerment in Tanzania
IPV	Intimate Partner Violence
LAA	Legal Aid Act
LAP	Legal Aid Provider
LEAT	Lawyers Environmental Action Team
LGA	Local Government Authority
LHRC	Legal and Human Rights Centre
LSC	Least Significant Change
LSF	Legal Services Facility
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MoCLA	Ministry of Constitutional and Legal Affairs
MoHCDGEC	Ministry of Health, Community Development, Gender, Elderly and Children
MSC	Most Significant Change
NGO	Non-Governmental Organisation
NPA VAWC	National Plan of Action- Violence against Women and Children
OPM	Oxford Policy Management
PACESHI	PL Centre for Shinyanga
PDF	People's Development Forum
PRO-RALG	President's Office – Regional Administration and Local Government
PU	Paralegal Unit
RMO	Regional Mentoring Organisation
SO	Strategic Objective
TAPANET	Tanzania's Paralegals Network
TAWLA	Tanzania Women Lawyer's Association
TLS	Tanganyika Law Society
ToC	Theory of Change
ToR	Terms of Reference
TsH	Tanzania Shilling
UNDP	United Nations Development Programme
USD	United States Dollar
VfM	Value for Money
VAWG	Violence against Women and Girls
VEO	Village Executive Officer
VICOBA	Village Community Bank
WCPC	Women and Child Protection Committees
WEO	Ward Executive Officer

EXECUTIVE SUMMARY

This is the third Strategic Plan (herein-after referred to as SP or Plan) of the Legal Services Facility(LSF) covering four Strategic Objectives(SOs) and sixteen strategic interventions to be implemented and realized over five years period of time (2022-2026). The first strategic plan covered the period 2012 -2016 whilst the second one covered the period from 2016-2020. In this SP, SOs and their strategic objectives as well as proposed inputs are all aimed at contributing to enhancing access to justice for all, in particular for women, girls and marginalized groups.¹

This SP builds on the previous plans and ensures continuity and sustenance of the gains already achieved by the LSF throughout its operations for about 10 years. These include successfully inculcating a culture of legal seeking behavior to local communities in matters relating to justice and human rights; reducing the cost of seeking justice through the use of paralegals; empowered community members particularly women and other marginalized groups to seek for their rights and influence policy changes as well as, successfully responding to the national access to justice agenda enshrined in the constitution of the United Republic of Tanzania and that of Zanzibar by aligning to existing national frameworks such as Legal Aid Act 2017 for the Tanzania mainland and Legal Aid Act 2018 for Zanzibar, National Development Vision 2025 and the Zanzibar Strategy for Growth and Reduction of Poverty(MKUZA) and Zanzibar Development Vision 2050 to mention but a few.

Despite such notable achievements, still there has been noted a number of constraints on access to justice in the country in particular for women, girls and marginalized groups. This is due to, among others, reasons associated with structural inequalities and gender bias, negative social norms and values both at individual and community level; lack of available and affordable legal representation, that is reliable of quality and has integrity to mention but a few. In Zanzibar specifically, the Zanzibar Legal Aid Baseline report 2020 by the Ministry of Constitutional and Legal Affairs has noted the insufficient number of legal aid providers to serve all urban and rural population; insufficient cooperation between paralegals and advocates; insufficient knowledge to the population on the role of legal aid providers and that law enforcers have been left out in the provision of legal aid programs to mention but a few.

Basing on the lessons learnt, past interventions, successes and current trends, the Plan at hand through grant making, policy advocacy and legal aid services approaches, proposes to maintain same Strategic Objectives but, with some modifications in order to scale up interventions to match changing context and legal services demand, directing them to address issues of access to justice holistically focusing much on harnessing the quality of legal aid services; specific emphasis on gender equality, women and girls empowerment particularly geared to address inequalities and discrimination, land and property rights, gender-based violence, political participation, economic empowerment and inclusion as well as access to health rights. In addition, the plan lays stress on evidence based policy and regulation advocacy through research, active cooperation, engagements and partnership with the government and vital development partners including private sector.

¹ For the purpose of this Strategic plan, the LSF associates itself to the meaning of "marginalized groups" as put further by the UN/UNESCO meaning of "marginalization" as "a form of acute and persistent disadvantage rooted in underlying social inequalities". The comprehensive list of marginalized groups includes women, hard-to-reach groups such as indigenous people and ethnic minorities, poor households, people living in informal settlements, individuals with disabilities, rural populations, nomadic populations those affected by armed conflict and HIV and AIDS, and street and working children.

Some of the new proposed or unique intervention strategies and approaches are; enhancing accessibility of quality legal aid services to women, girls and marginalized groups through legal aid providers including paralegals; support women, girls and marginalized groups' empowerment to address structural inequalities, gender discrimination and enhance inclusive participation in decision making bodies; support socio-economic justice empowerment to women and marginalized groups (Land rights, property rights and economic rights); conducting evidence-based advocacy for shaping access to justice policies, laws and practices; enhancing linkages and collaboration between formal and informal justice structures and enhancing coordination of the legal aid sector as responsible, capable and committed actor in the development of access to justice system in Tanzania.

LSF will bank more on its over 4000 legal aid providers and paralegals scattered across the country in both Tanzania Mainland and Zanzibar; strategic partners mainly the governments and its departments from both sides of the union, development partners, other like-minded regional and international access to justice stakeholders, networks and institutions and the whole Tanzanian community specifically at the grassroots.

The four SOs which LSF plans to implement in this third phase are;

- (i) Increase accessibility of quality legal aid services to the marginalized groups in particular women and girls.
- (ii) Promoting legally empowered communities, in particular women and girls.
- (iii) Enhancing conducive environment for sustainable access to justice.
- (iv) Institutional development and sustainability of the LSF and the legal aid sector.

Approximately, total of USD 30,525,581/- will have to be mobilized between 2022 and 2026 in order to operationalize this Plan. As such, LSFs request and invites all forms of supports from development partners and all well-wishers within the access to justice sphere.

CHAPTER ONE: INTRODUCTION

1.1 Background:

The Legal Services Facility (LSF) was established in 2011 as a basket fund to channel funding on an equal opportunities basis to organizations which are providing legal aid and paralegal services in Tanzania mainland and Zanzibar. LSF aims to promote and protect human rights for all, particularly for women and marginalized groups. LSF operates as a basket fund for availability and coverage of legal aid and paralegal services. The organization supports institutional and technical capacities of legal aid and paralegal service providers and the monitoring of legal aid and paralegal services.

Vision, Mission, Core Values and Strategic Objectives

VISION: A society in which all people have equitable access to justice.

MISSION: To promote and protect human rights by enhancing legal, social, economic and civic empowerment to women, girls and marginalized groups through grant making, policy advocacy and legal aid services.

LSF CORE VALUES

- **Justice:** LSF believes in being fair and reasonable in the administration of the law or authority in maintaining it.
- **Equity:** LSF believes that, all human beings are equal and should be treated equally and fairly.
- **Integrity:** LSF observes the highest possible ethical standards in all we do.
- **Transparency & accountability:** LSF believes in conducting itself in an open and clear manner, and takes responsibility for its actions and decisions.
- **Volunteerism:** LSF is inspired to go beyond the normal call of duty to observe and cause justice and equity to all without counting costs.



LSF's strategic goal is to enhance access to justice for all, in particular for women, girls and marginalized groups. In the same light, LSF will in the next five years focus on the following Strategic Objectives:

Strategic Objectives

1. Increasing accessibility of quality legal aid services to the marginalized groups in particular women and girls.
2. Promoting legally-empowered communities, in particular women, girls and marginalized groups.
3. Enhancing a conducive environment for sustainable access to justice.
4. Institutional development and sustainability of LSF and the legal aid sector.

1.2 The Purpose of this Strategic Plan

This is LSF's third strategic plan and it builds on the success and achievements of the organization's past delivery model and approaches while incorporating emerging changes and embracing challenges as it moves forward. This plan will help LSF to:

- i. Innovatively deepen the scale and scope of its work in providing legal aid services, responding to the demands of legal services as they arise;
- ii. Emphasize on the results of the legal aid services interventions rather than the activities;
- iii. Take advantage of emerging opportunities in addressing legal aid service provision challenges as opposed to focusing on obstacles;
- iv. Build for future sustainability in legal aid services provision by expanding on current and past achievements;
- v. Revise models and approaches to access to legal services according to existing challenges without clinging onto one or few strategies that may not be working effectively;
- vi. Direct energy on bigger outcomes rather than minute gains.

1.3 Arrangement of the Strategic Plan

This strategic plan is divided into six chapters. Chapter one covers the introduction while chapter two provides highlights on the current plan – its focus, shortfalls and its difference with the incoming plan.

The focus of chapter three is on the organization's strategic direction and the effect its continued growth would have on its administration, the quality of services it provides and the community it serves which is of utmost importance setting up the vision, mission and core values of the organisation in that particular context.

Chapter four discusses the results chain and theory of change and the impact the legal aid has had. Chapter five presents implementation, monitoring and evaluation arrangements. This is followed, in chapter six by detailed planning matrices showing objectives, strategies and associated interventions. In essence chapter six elaborates the plan.

CHAPTER TWO: THE CONTEXT

2.1 LSF's previous strategies

LSF's first strategic plan (2012 - 2016) focused on "Affordable, Acceptable, Available and Accessible" legal services (4As). LSF worked towards making affordable and acceptable legal aid providers and paralegal services available, which are pre-conditions for basic legal aid services to be accessible. Back then LSF's emphasis evolved from "enhancement of legal aid" to "increasing access to justice for all, in particular for women, through legal empowerment". The promotion motto also changed from "Legal Aid in Progress" to the present "Everyday Justice for Everyday Problems". The impetus was that legal aid should not only assist people in accessing remedies for grievances and disputes, but also help them to address cultural, political, economic and social root causes of discrimination and rights violations. The lesson moving forward was that LSF needed to move beyond mere grant-making and indulge in complimentary interventions; move beyond availability to accessibility of the services, more community engagement, more awareness and public education, and options for results-based legal access.

The second strategic plan (2016 - 2020) focused on "Access to Legal Aid". The overall strategic goal was "Increasing access to justice for all, in particular for women". During the period, LSF established the Regional Mentor Organization (RMO) service delivery model in each region to build the capacities of paralegal units with an emphasis on increased learning and innovation to improve business processes and work practices. The strategy identified and prioritized four strategic objectives which were (i) increasing accessibility of legal services, in particular for women, (ii) promoting legally-empowered communities, in particular women – aiming at increased protection of women's rights to land, property, safety and security, (iii) creating a conducive environment for legal aid - covering formal and informal institutions (from national to local levels) and actively/effectively promoting legal aid and protecting human rights, including women's rights, and (iv) contributing to institutional sustainability of legal aid – including legal aid providers, in particular paralegals. To address sustainability of funding new approaches to service delivery were employed including the development of innovative ways of meeting legal aid needs, improved targeting of services, and collaboration with other legal and non-legal services providers to ensure more integrated, holistic and effective responses to legal aid and related non-legal problems in communities.



This Strategic plan, being the third since the inception of LSF, builds on the previous plans and ensures continuity and sustenance of the gains already achieved. It nuances on the solid approaches developed and perfected by LSF during the early years' operations while at the same time revising approaches and tactics to match changing contexts and demands of legal aid services. Salient contextual changes include change of government policies and legislation, the shrinking of civic space, technological advancements and options for legal services delivery, as well as changes in bio-security and human security – specifically including ramifications of Covid-19, terrorism, human trafficking, urbanization, and migration and refugees among other things.

The main departure from the first and second strategies is that LSF is moving towards a more comprehensive rights-based approach in line with international standards, creating a sustainable environment with equal access to justice, lack of which limits the effectiveness of poverty reduction and democratic governance (looking at the Access to Justice Program holistically while emphasizing on the quality of the legal aid services provided for the past ten years).

Most importantly, for the next five years, LSF will greatly focus on gender equality and girls empowerment, particularly aiming to address inequalities and discrimination, women's land and property rights, gender-based violence, political participation, economic empowerment and inclusion, as well as access to health rights.

The strategy sustains a five-year planning cycle with a more critical planning lens, i.e. looking at the duration of the plan. It refines the business model moving away from traditional legal aid provision towards more comprehensive rights-based access to legal aid; redefines the scope of operations taking holistic approach, while emphasizing on inclusion, urbanization, efficiency in financing (doing more with less) and institutional sustenance.

This strategy takes an incremental approach, where positive elements of the former strategy, i.e., what worked are adopted. LSF will keep interventions that have produced positive results and seek to sharpen their approaches and deepen their reach for higher returns, while at the same time incrementally introducing new aspects to expand and deepen the level of legal access.

2.2 The Context of Access to Justice to women, girls and marginalized groups in Tanzania

Hinging on the four Strategic objectives as provided for in this plan, LSF and its implementing partners across the country continued to offer legal aid services and legal awareness that empowered communities in various aspects of their lives. LSF's programme performance has shown a positive trajectory in that the number of people reached through legal awareness interventions has increased and so is the case with legal aid awareness from 23% in 2016 to 67% in 2019.¹ Legal awareness is spreading in many areas, opening up communities' understanding of how to handle disputes themselves without the need for legal professionals or other channels of justice and increases recognition of other means and pathways to access justice.

This strategic plan acknowledges the progress by the government of Tanzania enhancing access to justice in the country, in particular on women's rights and gender equality. Tanzania is a signatory to a number of international and regional instruments that seek to guarantee access to justice as an inalienable right to Tanzanians. The Government has also introduced policy and domestic legislation that seeks to regulate or promote access to justice for various groups or individuals including marginalized groups. Specifically, the government has signed up to most of the international and regional instruments relevant to the promotion of women rights and gender equality, including

1 LSF Midterm Evaluation 2019.

the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), 1979; the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol), 2003; and the SADC Protocol on Gender Equality, 2008 (Duncan, 2014; MCDGC, 2012). Tanzania has also made significant strides in terms of mainstreaming gender in national legislation and policy, including the incorporation of key gender equality principles in cross-cutting laws (including the Constitution) and in sectoral policies (including those on education, health, and agriculture).

The Government of Tanzania has also adopted a range of affirmative action measures to promote women's representation in decision-making positions in the public sector and in Parliament at both national and local levels (Duncan, 2014; MCDGC, 2012), and developed a National Strategy for Gender Development in 2005 (MCDGC, 2005). The government has also adopted specific policy measures to address underlying patriarchal attitudes and practices. For example, the National Strategy for Gender Development (2005) includes specific provisions to address patriarchal cultural practices harmful to women such as the widespread disinheritance of widows, the disproportionate burden of reproductive work on women, and women's marginalisation in decision-making over income and resource allocation at household level (MCDGC, 2005). The government has also adopted progressive laws and plans addressing specific gender discriminatory "cultural practices" such as the well-articulated national plan for the eradication of violence against women (2005) (MCDGC, 2012). Tanzania has a fully-fledged ministry with a gender mandate – the Ministry of Health Community Development, Gender and Elderly and Children. (MHCGEC). Moreover, Gender Focal Points (GFPs) have been established in government ministries, independent departments and agencies, regional secretariats and local authorities; and efforts have also been made to promote gender budgeting (MCDGC, 2012).

Furthering girl child rights protection, in addition to notable positive trends in implementation of the National Plan of Action to End Violence Against Women and Children (2017/18 – 2022/23), on the 2nd March 2021, the Ministry of Constitutional and Legal Affairs launched the Second Child Justice Strategy (2021-2025). The Strategy intends to build on and scale up the work thus furthering the reformation and strengthening of the child justice system in Tanzania which began with the implementation of the First Child Justice Strategy (2013-2018). Main Priorities for the strategy are child rights awareness creation; strengthening the child justice system; strengthening child protection system; policy and legal reforms and effective coordination and monitoring and evaluation (M&E) of strategy Implementation.

In Zanzibar, despite constitutional recognition of legal aid as a fundamental human rights,² KRA six of the Zanzibar Strategy for Growth and Reduction of Poverty ZSGRP (MKUZA III) recognizes Good governance principles as catalyst for successful and sustainable development which also embeds in it accountability and transparency, along with enabling citizens to have the requisite knowledge and knowledge to demand and create positive change. The strategy recognizes that the empowerment of women and protection of children is critical to economic and social transformation.

In addition, the Zanzibar Legal Aid Policy of 2017 recommends on accessibility and affordability of access to justice for the marginalised groups and the 2018 Legal Aid Act establishing the Legal Aid Department responsible for coordinating, administering and regulating the delivery of legal aid services. On women and girl child in particular the Plan of Action to End Violence Against Women and Children in Zanzibar 2017–2022 has set out a national framework and commitments to prevent and respond to violence against women and children in Zanzibar – from government to communities, and from civil society to the private sector.

2 Section 12 of the Constitution of Zanzibar 1984.

Despite the above noted progress however, access to justice in the country is still limited for most people, particularly women, girls and marginalised groups. This is due to, among others, reasons associated with structural inequalities and gender bias, negative social norms and values both at individual and community level; lack of available and affordable legal representation, that is reliable of quality and has integrity; limitations in existing remedies provided either by law or in practice; inadequacies and lack of harmonization of laws protecting women, girls and marginalized groups; lack of adequate information about what is supposed to exist under the law, what prevails in practice, and limited popular knowledge of rights and limited participation in legal reform programs to mention but a few.

Financial constraints, low level of understanding among service providers and other many players in the justice sector on the rights of women and girls and the need to take special measures of protection for women and girls, limited availability of legal aid, and inadequate gender sensitivity culture among the public have also been constantly mentioned as paramount problems.

According to the UNDP's 2020 Mid-term evaluation report on Strengthening access to justice and human rights Protection project in Tanzania, violence against women and girls is one of the most prevalent human rights violations in the country. Gender-based violence (GBV) undermines the health, dignity, security, and autonomy of its victims, yet it remains shrouded in a culture of silence.

Tanzanian customary laws have been codified and included in the laws of the country under Customary Law (Declaration) Order No 436 of 1963. This law discriminates against women as widows and daughters regarding inheritance.³ Women and girls are not allowed to inherit clan land, and they inherit a lesser amount of other kinds of

³ NH Msuya 2018; Challenges Surrounding the Adjudication of Women's Rights in Relation to Customary Law and Practices in Tanzania pp 5

assets than their male counterparts. Women are usually left with very few options and at times are homeless after being deprived of their property rights following divorce or the death of their spouses. The law thus treats women as third-class citizens in matters relating to inheritance. Women cannot inherit the property of their sons, husbands, uncles or other males, as male relatives are given preference, except in the absence of male heirs.

Early marriages are common in Tanzania. This exposes young girls to the risk of violence. According to UNICEF's recent report, Tanzania currently has 779,000 child brides, placing it 11th highest in the world. Thirty-one percent of girls are married before they turn 18 and five percent before the age of 15. The 2017 report by the Ministry of Health, Community Development, Gender, Elderly and Children provides that that child marriage is more prevalent among the rural population, although it is also found among the urban population but mainly limited to those with appalling economic conditions and strong religious, low level of education and cultural ties.

Social insecurity especially from biosecurity drivers such as Covid-19 and Ebola pandemics, disasters and hazards as well as socio-security aspects such as terrorism, civil violence and human displacements will likely increase and proportionately impact marginalized groups, particularly women and girls. Due to all these barriers, women, girls and other marginalized groups have limited access to responsive and accountable justices and human rights protection mechanisms hence exacerbating the need for social justice and security providing both challenges and opportunities for LSF to engage in.

LSF, in this plan is determined to spearhead for a strong national and regional advocacy platform among women's groups and networks, their collective voice and collective struggle which is indispensable in the promotion of women's and girls' rights as well as in fostering an environment for accessing these rights within the formal and informal systems.

2.3 Key drivers of the new strategy

This strategy enhances the rights-based approach to justice and the fast-changing context that challenges and inhibits access to this right. Access to justice is a right; it emanates from human rights standards that require for there to be equality for all before the law, the right to be treated fairly by any tribunal among others.⁴

The constitutions of the United Republic of 1977 and that of Zanzibar guaranteeing equality and equal protection before the law as provided for under Article 13(1). This right to access justice is hindered by systemic and in some cases structural challenges. Some of the challenges emanate from those who are supposed to or are seeking to access justice, others from those who dispense or are supposed to dispense justice and allied services, and have been influenced by recent legislative changes in the political context.

Tanzania Development Vision 2025. Tanzania has just crossed into the lower middle-income countries (LMIC) category, attaining one of the goals of Vision 2025. The Long-Term Perspective Plan (LTPP) 2011/12 - 2025/26, whose implementation was divided into three phases of five-year development plans, has now been translated into the new 3rd National Five-Year Development Plan 2021/22 - 2025/26 which focuses on competitiveness and industrialization for human development. The plan clearly identifies good governance, economic growth and human development as key pillars of the Third National Five-Year Development Plan. Justice, equity, transparency, inclusion and accountability have been factored into the implementation of the plan. It calls for partnerships in promoting effective and efficient justice delivery systems; enhancing democracy, political and social tolerance; promoting peace, security and political stability, as well as community participation in development processes. All these aspects demand more proactive participation of women and the marginalized in the economic and social justice arena, to ensure they are not left behind.

Zanzibar Development Vision 2050. With the expiration of its preceding Vision 2020, Zanzibar has successfully achieved lower-middle income status ahead of time alongside improvements in life expectancy, school enrolment and access to clean water among others. This Strategy takes into consideration the fourth pillar to the Vision which provides for Governance and Resilience. The pillar recognizes the importance of upholding transparency, accountability and the rule of law in government and society, supported by an efficient and competent bureaucracy for public service delivery. Specifically, the vision embeds in it access to justice initiatives pledging to develop strong civil and criminal justice framework and infrastructure with highly accessible legal services for all under an effective judiciary system, including a focus on child justice through community rehabilitation programmes for child offenders.

Sustainable Development Goals (SDG) 2030. LSF's new strategy responds to the current access to justice context including SDGs 2030 specifically goals 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels); 5 (Achieve gender equality and empower all women and girls); 1 (ending extreme poverty); 3 (Ensuring health lives and wellbeing); 8 (Promotion of decent work and inclusive economic growth); 10 (Reducing inequalities) and other International and regional instruments and protocols that Tanzania has ratified, as well as, other necessary access to justice instruments and benchmarks.

The strategic actions of this plan are informed by the political economy of the Tanzanian civil society which implies the relationships in the recent past, including the changing legal-legislative contexts, political relationships and human rights trends.

⁴ Ministry Constitutional and Legal Affairs (MoCLA) National Human Rights Action Plan 2013-2017 p18 and the Universal Declaration of Human Rights Articles 6,8,9,10 and 11

Table 1: Key Strategic Changes beyond 2021

S/N	In the past few years...	Which means ...	So our strategy will have to (elements of the new strategy)
1	Change of government policies and legislation	<ul style="list-style-type: none"> LSF will adapt its ways of working to ensure effective compliance to the laws while advocating for changes to unfriendly laws. 	<ul style="list-style-type: none"> Political economy savviness of Tanzania in the past 2-3 years, with qualified personnel specific for compliance. Training, workshops and seminars for any updates to policies and laws. Collaborate with Civil Society sector to lobby for government to consider stakeholders inputs to sector policy drafts.
2	Shrinking of civic space:	<ul style="list-style-type: none"> Enhance relationship with the government and the dominant political party. Exploit new opportunities in relation to the changing situation. 	<ul style="list-style-type: none"> Aligning more clearly with government policy priorities where possible, without becoming co-opted ("going with the grain") Strengthen platforms to dialogue with decision makers To work within spaces into which CSO is already invited and seek to expand the space from within while identifying policy spaces where CSO may renegotiate entry.
3	Technological advancements:	<ul style="list-style-type: none"> Use of ICT to access justice i.e. apps, social media, websites, and tele-conferences. 	<ul style="list-style-type: none"> Adopt various available technologies to enhance access to legal services. Carrying out digital literacy coaching to the outreach community
4	Biosecurity and human security, i.e. Covid-19, human trafficking, migration, refugees, etc.	<ul style="list-style-type: none"> Increase areas of focus to include other marginalized groups. Use of alternative service delivery approaches such as virtual services. Include emergency responses in the LSF programming in responding to legal aid services needs 	<ul style="list-style-type: none"> Training, seminars and workshops on emerging issues. Capacity development for partners to enable them to deal with emerging issues.

CHAPTER THREE: STRATEGIC DIRECTION OF LSF - 2022-2026:

3.1 Vision, Mission, Core Values and Strategic Objectives

As explained in the previous sections to this Plan, for the past ten years, LSF's Access to Justice program has been having a specific focus on rights of women generally. LSF has however been noting the increasing trend on girl child rights abuse in the country such as high rates of sexual violence, early marriage cases, child exploitation and labour; and right to education to mention but a few.¹ Incidences of the kind have been noted in both Mainland Tanzania and Zanzibar. The 2020 LSFs annual report for example has noted that in the wake of COVID-19 pandemic, legal aid providers have constantly been attending cases on early marriages, domestic violence against women and children as well early pregnancies.

There have also been noted increasingly incidences of violation of rights marginalised groups and discrimination especially on access to justice. In February 2019, the Judiciary published the Judicature and Application of Laws (Practice and Procedure of Cases Involving Vulnerable Groups) Rules, 2019, a set of rules created by the Chief Justice of Tanzania, aimed at expediting dispensation of justice for Marginalised groups in Tanzania. Among other things, the rules recognise the right to legal aid for Marginalised groups in accordance with the Legal Aid Act of 2017.

With this consideration LSF will need to shift its vision away from its current focus which is based on the premise that '...all citizens are equal and have access to justice' and casting it to the desired future which connects to the girl child and marginalized populations at large regardless of them being in the group of women being able to access legal services.

VISION: A society in which all people have equitable access to justice.

MISSION: To promote and protect human rights by enhancing legal, social, economic and civic empowerment to women, girls and marginalized groups through grant making, policy advocacy and legal aid services.

With its intent to serve women and marginalized groups, LSF is aware that its actions may have implications beyond these groups. In an effort to be thoughtful, careful and visionary about decision-making, it is important to set forth the core values of the organization. Therefore, as a justice and equity valuing institution, LSF attaches importance and seeks inspiration from the following values in achieving its mission:

CORE VALUES

- **Justice:** LSF believes in being fair and reasonable in the administration of the law or authority in maintaining it.
- **Equity:** LSF believes that, all human beings are equal and should be treated equally and fairly.
- **Integrity:** LSF observes the highest possible ethical standards in all we do.
- **Transparency & accountability:** LSF believes in conducting itself in an open and clear manner, and takes responsibility for our actions and decisions.
- **Volunteerism:** LSF is inspired to go beyond the normal call of duty to observe and cause justice and equity to all without counting costs.

6 LHRC (2019); Tanzania Human Rights Report 2019 pp 188&189.

LSF's strategic goal is to increase access to justice for all, in particular for women, girls and marginalized groups. In the same light, LSF will in the next five years focus on the following desired outcomes:

Key Strategic Objectives (SOs):

1. Increasing accessibility of quality legal aid services to the marginalized groups in particular women and girls.
2. Promoting legally-empowered communities, in particular women, girls and marginalized groups.
3. Enhancing a conducive environment for sustainable access to justice.
4. Institutional development and sustainability of LSF and the legal aid sector.

Strategic Objective One(SO1):

1. Increasing accessibility of quality legal aid services to the marginalized groups in particular women.

This result area focuses on increased accessibility of quality basic legal aid services for women and marginalized groups across the country. Through grant-making and management emphasizing on innovation and the use of technology by legal aid providers and paralegals, women and marginalized groups will be able to obtain quality legal advice, assistance and representation in accordance with acceptable legal aid services standards.

To achieve this, LSF will employ the following strategies:

- I. Enhancing accessibility of quality legal services to women and marginalized groups through legal aid providers including paralegals.
- II. Enhancing legal aid services to women and marginalized groups through Alternative Dispute Resolution (reconciliation, mediation, negotiation and arbitration).
- III. Encouraging the use of innovation and technology to leverage and increase access to quality legal aid services.
- IV. Expanding and strengthening legal aid services in detention facilities (prisons, correctional facilities and police stations).

Strategic Objective Two(SO2):

2. Promoting legally-empowered communities, in particular women, girls and marginalized groups.

This result area manifests LSF's legal empowerment approach through grant-making. It entails communities' use of imparted legal knowledge through legal awareness and empowerment by legal aid providers and paralegals so that they are able to shape and reform laws and practices as well as advocate for civic, political, and social-economic rights and entitlements through both individual and collective actions.

To achieve this, LSF will use the following strategies:

- I. Supporting women, girls and marginalized groups empowerment to address structural inequalities, gender discrimination and enhance inclusive participation in decision making bodies.
- II. Supporting socio-economic justice empowerment to women girls and marginalized groups (land, property, and economic rights).
- III. Enhancing legal empowerment for formal and informal institutions responsible for protecting human rights and access to justice.
- IV. Enhancing empowerment for justice institutions and stakeholders in regional and international human rights protocols and access to justice systems and mechanisms.

Strategic Objective Three(SO3):

3. Enhancing a conducive environment for sustainable access to justice.

This result area focuses on advocacy initiatives aiming at reforming structural inequalities within the access to justice system, advocating for laws, regulations and practice reforms to conform to regional and international access to justice standards.

LSF will achieve this through the following strategies:

- I. Conducting evidence-based advocacy for shaping policies, laws and practices.
- II. Brokering relationships (including direct engagement with the government, parliament, judiciary and other state apparatus) for effective legal aid services delivery to women and marginalized groups.
- III. Enhancing linkages and collaboration between formal and informal justice structures.
- IV. Fostering networking, partnering and relationship-building with like-minded local and international organizations to improve legal aid services delivery.

Strategic Objective Four(SO4):

4. Institutional development and sustainability of the LSF and the legal aid sector

This Strategic Objective on one hand focuses on enhancing the performance and sustainability of LSF as an organization and on the other enhancing the coordination and support of access to justice and legal aid actors to collectively work together on the delivery of legal aid services in a sustainable, effective, efficient, accountable and professional acceptable standard.

LSF will achieve this through the following strategies:

- I. Enhancing coordination of the legal aid sector as a responsible, capable and committed actor in the development of access to justice systems in Tanzania
- II. Enhancing organizational learning and publications from research works for capacity, knowledge transfer, and sharing of innovative experiences (both internally and externally)
- III. Strengthening grant management systems, internal controls and human resource management to be sufficiently capable of managing multiple funding streams
- IV. Enhancing diversification of its resource base and optimization of alternative revenue sources

3.2 Key Partners and Collaborators

In undertaking the above strategies, LSF will enhance partnerships and collaboration with key stakeholders and partners at international, national, regional and local levels. Table 2 below highlights LSF's prominent partners.



Table 2 LSF major stakeholders and collaborators

s/n	Stakeholder	Category	What they do	Opportunity for working together
1	Ministry of Constitutional and Legal Affairs (MoCLA) in the mainland, and the President's Office – Ministry of Constitutional, Legal Affairs, Public service and Good Governance (POCLAPSGG) in Zanzibar.	Government.	Custodian of policy and guidelines related to legal aid services, coordination and oversight; registration, permitting and administration of all legal aid services providers.	Influence policy changes and law-making Certification of legal aid providers and paralegals Training other government agencies in access to justice Collaboration and partnership to ensure compliance.
2	Other line Ministries (PO-RALG; MoHCDGEC & MoHA) in both the mainland and Zanzibar.	Government.	Service delivery, coordinating and supervising regional development, management and administration.	Joint delivery. Collaboration and partnership between legal aid providers, local government officials and other sectoral actors.
3	Judiciary.	Judiciary	Interpretation and enforcement of laws.	Enhancing protection of constitutional rights including access to justice Enforcing Alternative Dispute Resolution Mechanisms Supporting paralegal with, for instance paralegal desks at court premises
4	The Parliament of Tanzania & House of Representatives	Research and advocacy	Enact laws and policies.	Influence policy changes and lawmaking.
5	Domestic, regional and international CSOs and their networks.	Civil society.	Provide services to marginalized groups in various areas.	Networking Collaboration and partnership Possibility of widening areas of focus.
6	Paralegals & other legal aid providers	Civil society	Implementers	Networking, expanding the reach of legal aid services
7	The community(including marginalized groups)	Community	Implementers/beneficiaries	Policy advocacy and influencing Proving the LSF relevancy and accountability by realizing civic, social, political and economic entitlements
8	Development partners	Donors	Fund/ support legal aid work	Collaboration to further legal services





CHAPTER FOUR: RESULTS

4.1 Results chain

For the past 10 years the LSF has exhibited a strong tracking system of the results generated that has improved programme performance by measuring attainment of success from all levels in the Result chain. With a country-wide programme, the LSF has been able to track and measure effectively the results by linking the inputs, activities outputs, and outcomes that contribute to the increase of access to justice through the efficiency reporting accountability to the development partners and the governments. The measurement of key actions has been evidenced in the data reports, the monitoring reports, studies and evaluations. The LSF will continue operating as basket fund which entails working and improving performance measurement of implementing partners across Tanzania to leverage credible results. However, the increased number of implementing partners (grantees), emphasis on the demand for a robust performance measurement in place.

For the next five years (2022-2026), the LSF will strongly make an emphasis on achieving, measuring and communicating intermediate outcomes on the changes the LSF wants to see among women, girls and marginalized community members. Moreover, the strategy will focus on achieving the changes within the organization and the Legal sector as a direct result of the work supported.

In recognizing this, the LSF will be monitoring the changes by asking four major questions which are well tailored to the theory of change: -

- Do the marginalized groups in particular women and girls access quality legal aid services provided by legal aid provider including paralegals across the country?
- Have communities in particular women, girls and marginalized groups become legally-empowered and able to know, use and reshape the systems, policies and laws?
- Is a conducive environment through engagements and policy advocacy enhanced for sustainable access to justice?
- Does the LSF as an institution become sustainable and able to build and support the sustainability of the legal aid sector?

4.2 Theory of Change

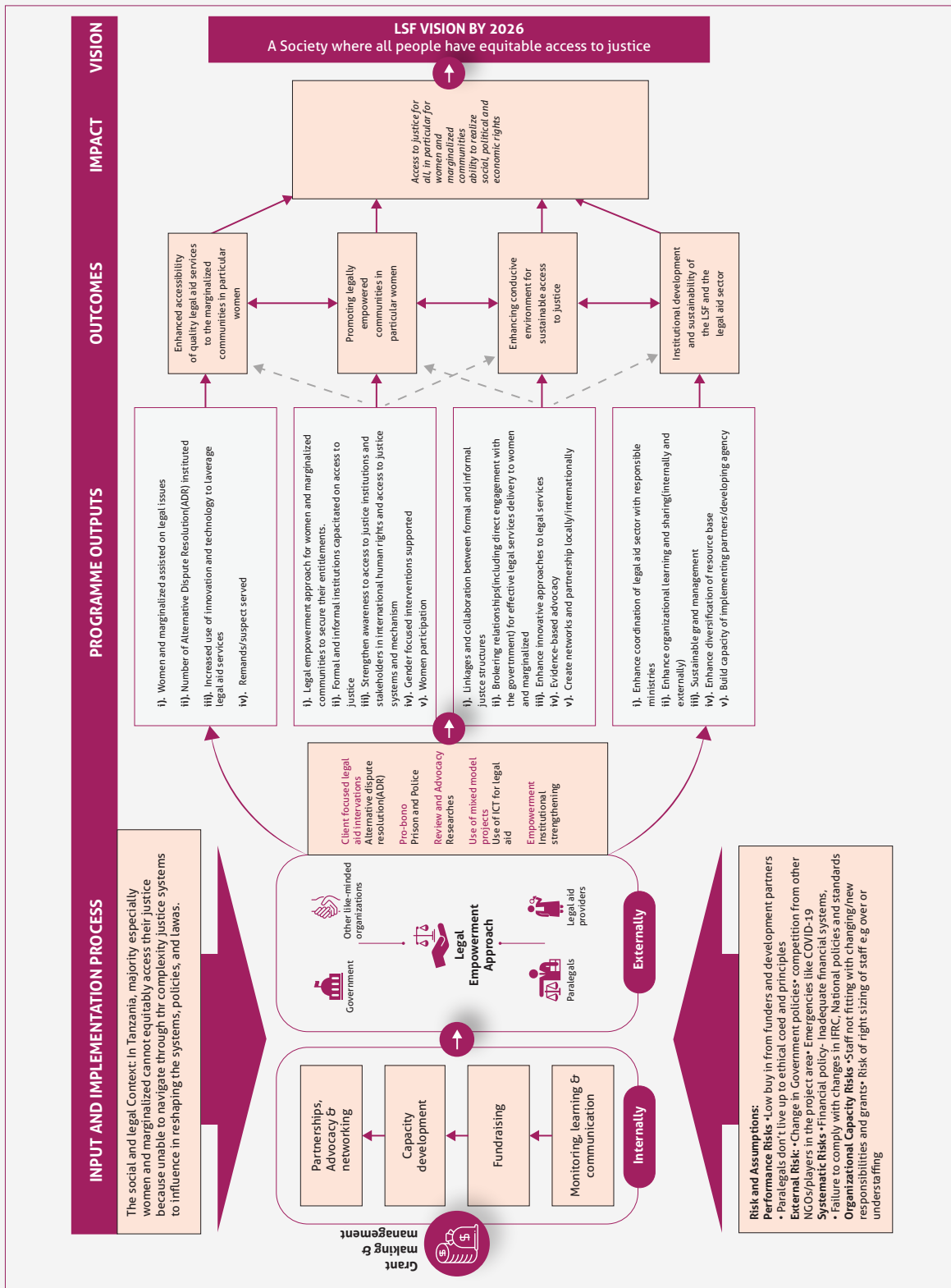
The LSF's overall goal is to increase access to justice for all, in particular for women, girls and marginalized groups. There are currently so many factors as discussed in the context section which hinder accessibility of access to justice in particular for women, girls and marginalized groups.

Therefore, LSF has designed this Plan towards enhancing access to justice for all in particular for women, girls and the marginalized groups. In this Plan's desired outcomes, Access to justice is translated to mean the ability for women, girls and marginalized groups to realize their civic, social, political and economic rights and entitlements. This will be achieved through grant making and management which is the core role of LSF. Moreover, the LSF will also work to improve partnerships, advocacy, learning and sharing, offer capacity development to implementing partners and fundraising.

LSF will continue to seek engagement with access to justice stakeholders including the government, legal aid providers and like-minded organizations at the domestic and regional levels employing mixed model empowerment projects such as economic justice focused interventions, gender-based initiatives, alternative dispute resolutions solution (ADR), partnerships, networking, improving judicial system, criminal justice, policy advocacy and working with research institutions for documenting best practices and lessons.

The key results for the programme actions will be, expanding the accessibility of quality legal aid services to women, girls and marginalized groups, while enhancing the community to be legally empowered, by ensuring there is conducive environment for sustainable access to justice while building up institutional development and sustainability of the LSF as an institution and the legal aid sector.

Figure 1: LSF's Theory of Change towards access to justice for all in particular for women, girls and the marginalized groups.



4.3 Implementation modalities

In order to make sure that this strategic plan is implemented, only planned activities will be funded and annual work plans will be derived from the plan. The strategy will be implemented by various actors as shown in the results framework matrix annexed and each year an annual implementation plan would be drawn from the five-year overall plan.

4.4 Monitoring, Evaluation and Learning (MEL)

The Monitoring, Evaluation and Learning (MEL) framework for the five-year period will be developed separately. It will have a baseline and targets for subsequent years during the strategy's implementation.

The baseline, at the onset of the plan, will help LSF Management map the progress of the implementation of the strategic plan. Implementation will start slowly and pick up in the subsequent years of the plan and the majority of the interventions will result in progress as shown in Table 3 below.

4.5 Monitoring, Evaluation and Learning Process

LSF's results framework is both a planning and management tool that provides the basis for monitoring and evaluation. It provides a program-level framework for managers to monitor the achievement of results and to adjust relevant programs and activities when necessary. LSF's results framework focuses specially on impact and the outcomes of the work done through the program. Table 3 below shows the MEL process at LSF.

Table 3: MEL Process at LSF – A how-to guide

	Monitoring	Evaluation	Learning
When is it done?	Continuously - throughout the life of the project/program.	Periodically - before implementation, Mid-term, at the end or beyond the project/program period.	Continuously - throughout the life of the project/program.
What is measured?	Efficiency - outputs in relation to the use of inputs, activities and specified assumptions.	Effectiveness, long-term impact and sustainability - achievement of purpose and goal and unplanned changes.	New knowledge generated, confirmed/disproved at each stage of the project/program.
Who is involved?	Staff within LSF.	Mostly external evaluators/peers.	Staff and program implementers, stakeholders and peers.
Sources of information?	Internal documents, e.g. monthly or quarterly reports, work and travel logs, minutes of meetings.	Internal and external documents, e.g. consultant's reports, annual reports, and national statistics.	Internal documents and learning reports.
Who uses the results?	Managers and project/program staff at LSF	Managers, staff, funding agency and other partners.	Managers, staff, funding agency and other partners and wider knowledge community.
How are results used?	To make minor changes.	To make major changes in policy, strategy and future work.	For continuous improvement and future program designs.

4.6 Monitoring

Monitoring will be guided by the monitoring and evaluation (M&E) policy, and an M&E framework for regular monitoring of the strategic plan will be put in place by the management and heads of departments. Periodic quarterly reports will be submitted to management for review and scrutiny.

Management will monitor the implementation of technical and administration-related strategies during its regular meetings. Learning and emerging experiences and evidence will be planned, carried out and reported according to the provisions of the strategic plan.

4.7 Evaluation

Periodic evaluation of the plan will be conducted annually and the report will be tabled to LSF's Board. Mid-term evaluation will be carried out by external agents – peers or consultants, and recommendations will be considered and incorporated for improvement.

A final evaluation will be carried out by an external consultant at the end of the five years. This will be a comprehensive evaluation that will assess the implementation of all strategies and will proceed to the next planning cycle. Recommendations from the final evaluation will be incorporated into the next strategic plan.

4.8 Reporting

A standard reporting format will be agreed upon and approved by management. Quarterly, semi-annual and annual reports from implementing partners and LSF's units will be presented to the responsible monitoring and results unit for consolidation into an organizational report and shared with management for discussion before sharing with the Board within a particular period. A standard report will include a narrative segment and a financial section. All reports will be results-based, finance-based and activity-based.

4.9 Risk Analysis

The biggest risk is that this strategic plan may not be implemented as expected. Several risk elements that may hamper its implementation have been identified and Table 4 below provides a risk assessment and management options for each identified risk.

Table 4: Risk Analysis

Risk Factor	Degree of Risk (High, Medium, Low) Management option		Management Option
	Impact	Probability	
Performance Risks	High	Medium	
Low buy-in from funders and development partners.	High	Low	Increase awareness of strategic plan by explaining strategies and targets.
Partial implementation of the strategic plan.	High	Medium	Break the strategic plan into actionable items which demand annual business planning.
Paralegals tarnish their reputation and respect; don't live up to ethical codes and principles e.g. by charging for services, disregarding impartiality, neutrality and confidentiality of clients' information. Demotivation, loss of interest, decreased quality of services represent equal risks.	Medium	High	Standardized quality training, putting in place an enforceable code of conduct. Assistance to and institutional development of paralegal units.
External risks	High	Medium	
Increase in the number of other NGOs/players in project areas doing the same thing.	High	Low	LSF will find a niche that complements the work of other players e.g. quality of care, training, innovation or legal systems support building on what exists from other players.
Change in government policies, e.g. the government disbands or reduces the scope of NGOs' operations in legal aid provision OR Space for paralegal operations is restricted due to lack of interest or reservations as regards legal empowerment.	Medium	Low to medium	Refine work plans and identify a niche. Partner with/engage the private sector.
Covid-19 continues and disrupts normalcy in legal aid provision	Medium	High	Follow standard Covid-19 protocols and use innovation including deliver services virtually, technology.
Systemic risks	Medium	High	
Financial policy – risk that LSF has weak oversight and uses inadequate financial systems.	Medium	High	Engage qualified staff in finance and accounting, ensure checks and balances.
Risk of using old accounting systems that are not fit for current purposes.	Medium	High	Acquire new accounting systems. Train all finance staff on new accounting system.
Failure of LSF to timely and properly comply with changes in IFRS and national policies and standards, or those of a specific donor particularly in sub-granting.	Low	Medium	Have grant compliance persons. Engage experts to work with LSF as required (find consultants to upgrade the standards in the policy to be similar to those of multi-donor organizations).
Capacity risks	Medium	Medium	
Staff not fitting with changing/new responsibilities and grants.	Medium	High	Sound human resource management systems and compliance to labor laws, esp. recruitment, performance management systems and separations. capacity development.
Right sizing of staff, e.g. over or understaffing.			Manage the recruitment process well. Organisational capacity development and restructuring.



The Legal Services Facility, registered as a company limited by guarantee is a non-profit independent basket fund that strive to increase access to justice for all, in particular for women, through a legal empowerment approach.

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