



FINAL DRAFT

**Tanganyika Law Society (TLS)
Strategy Plan (SP) 2020-24
Strategic Action Plan (SAP) 2020-22**

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List of Abbreviations

AcT2	-	Accountability Tanzania
AG	-	Attorney General
AGC	-	Attorney General Chambers
AGM	-	Annual General Meeting
DPP	-	Director of Public Prosecution
FCS	-	Foundation for Civil Society
GC	-	Governing Council
GoT	-	Government of Tanzania
HAGM	-	Half Annual General Meeting
LSF	-	Legal Services Facility
MoCLA	-	Ministry of Constitution and Legal Affairs
MoHA	-	Ministry of Home Affairs
OSIEA	-	Open Society Initiative for East Africa
PO-RALG	-	President's Office – Regional Administration and Local Government
SG	-	Solicitor General
TLS	-	Tanganyika Law Society
ToC	-	Theory of Change
UN	-	United Nations
URT	-	United Republic of Tanzania

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TLS is also grateful for the voluntary work done by one of its members Mr. Harold Sungusia, (*Advocate*) who also did an Evaluation exercise by visiting five chapters and conducting series of surveys and collecting opinion of Members in order to get the feedback from Members about TLS, mandate, operations, relevance, effectiveness, efficiency and sustainability. The exercise covered a number of areas and participants were from a wide range of backgrounds from public and private sector including different professional expertise.

Generally, TLS is very grateful to all individuals and institutions that supported the course of this strategic planning.

¹ *Organization and Management Advisor, Training and Development Facilitator, Project Manager and Motivational Speaker*

1. Introduction

The **Tanganyika Law Society (TLS)** is the Bar association of Tanzania Mainland. TLS was founded in 1954 by an Act of the Legislative Assembly i.e. the Tanganyika Law Society Ordinance 1954. The Tanganyika Law Society is currently governed by the Tanganyika Law Society Act, Cap 307 R.E. 2002, which repealed the earlier legislation and has been amended from time to time. Section 4 of the TLS Act provides for wide range of TLS objectives which include the inward looking objectives and the outward looking mandate,

1.1 Mandate on TLS Membership

- to **represent, protect and assist** members of the legal profession in Tanzania as regards conditions of practice and otherwise;
- to **maintain and improve** the standards of conduct and learning of the legal profession in Tanzania;
- to **facilitate the acquisition** of legal knowledge by members of the legal profession.

1.2 Mandate to the Tanzanian Public

- to **protect and assist** the public in Tanzania in all matters touching, ancillary or incidental to the law;
- to **maintain and improve** the standards of conduct and learning of the legal profession in Tanzania;
- to **facilitate the acquisition** of legal knowledge by others.

1.3 Mandate to the Tanzanian Government and Judiciary

- to **assist** the Government and the Courts in all matters affecting legislation, and the administration and practice of the law in Tanzania;
- to **maintain and improve** the standards of conduct and learning of the legal profession in Tanzania;

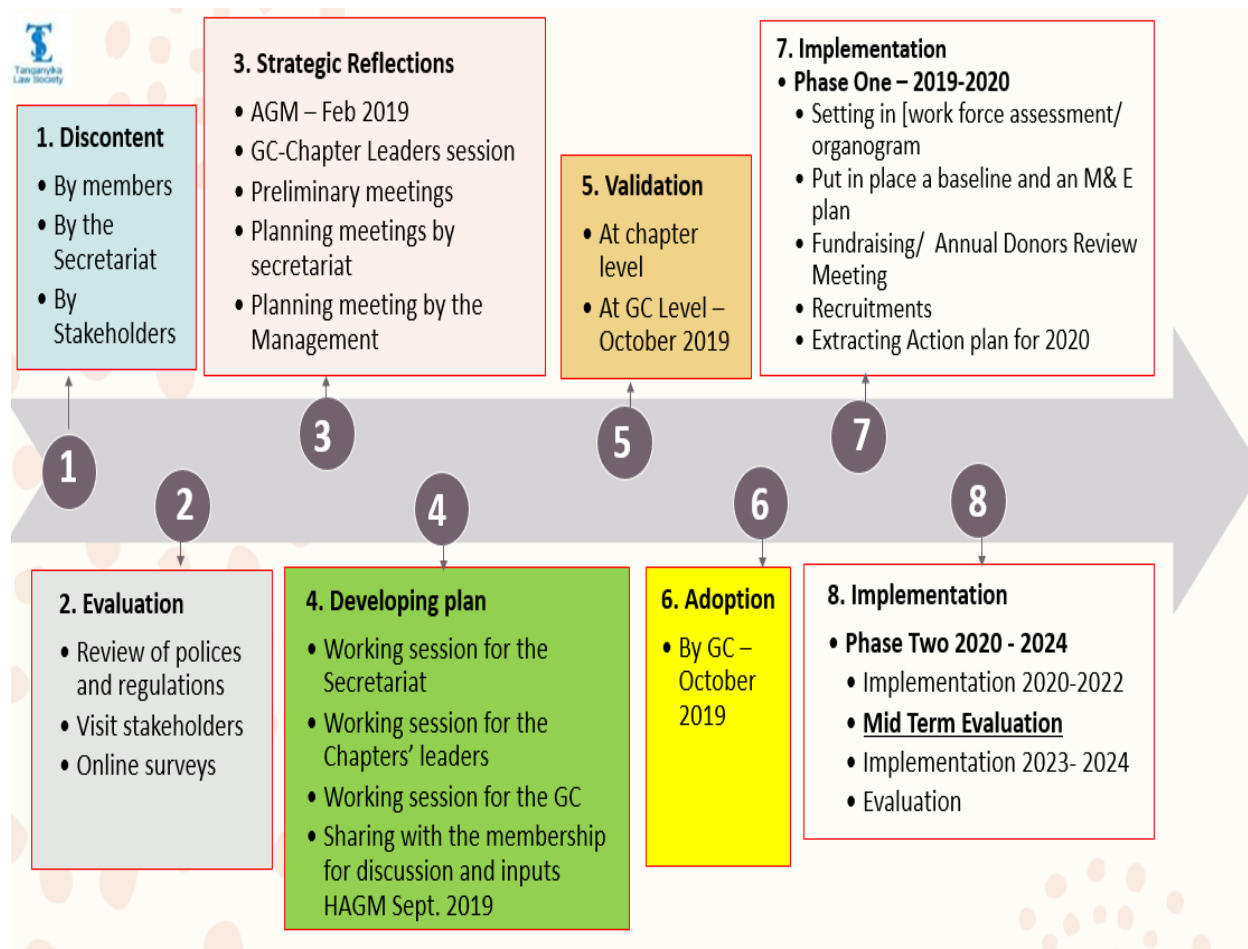
1.4 Mandate in TLS Self-Sustainability

- to **acquire, hold, develop or dispose** of properties of all kinds, whether movable or immovable, and to derive capital or income from them, for all or any of the foregoing objects;
- to raise or borrow money for all or any of the foregoing objects in any manner and upon any security which may from time to time be determined by the Society;
- to invest and deal with moneys of the Society not immediately required in any manner which may from time to time be determined by the Society;
- to do all other things which are incidental or conducive to the attainment of the foregoing objects or any of them.

TLS have focused on strategies to enhance and expand the business operations, build business linkages with Key Stakeholders and improve its sustainability by developing the **Strategy Plan (SP) 2020-24** and its **Strategic Action Plan (SAP) 2020-22**.

2. Approach and Methodology

This strategy was developed by TLS through phases one to six while phases seven and eight will be the actual implementation of the strategy as illustrated by the diagram below:



To make this possible TLS made use of various methods in order to ensure thoroughness, wider consultations, participation and inclusiveness of all key stakeholders and review of various documents.

TLS therefore initially did an evaluation of the previous plan and assessed the level of satisfactions by members of the services issued by their bar society. The preliminary

evaluation report was submitted to the Annual General Meeting for more inputs. Later it was validated by the TLS GC.

Eventually, the preliminary stages of the actual planning were marked by series of brainstorming sessions and a Strategy Planning Workshop for Senior Staff which gave them sufficient time to reflect on the nature of TLS and its current set up and focus on the strategies carried out by the organization with a view to improve performance.

The said session was followed by other Working Group of the Management Staff, who worked on refining the Strategic Action Plan 2020-22 and provide the much needed **“paradigm shift”** from the traditional activities that were carried out by TLS to embrace a much more participatory approach between the Secretariat and the Chapter Members.

Later in order to ensure ownership and prepare the members and chapters on the areas for Implementation once the document will be approved. Following the said meetings often a small Taskforce team was formed to review the draft plan and incorporate participant’s inputs while as well preparing a Budget.

Additional inputs and validation of the plan was also made by the Chapter leaders; the Governing Council (GC) and later an overview of the plan was presented to the membership during the Half Annual General Meeting (HAGM).

Validation of the plan was made in the chapters as the final steps for getting inputs through series of workshops organized at Chapter level across the country. This was to enhance the ownership among Chapter Members as well as to finalise the planning process. The final version was validated and adopted by the Governing Council in October 2019.

Following the approval, the Secretariat will work closely with all Chapters either through their Zones or individually to start setting up the infrastructure and resources needed for proper and successful implementation of the plan.

Initially the implementation will include having in a new organization structure, appropriate staffing levels with the right competencies after carrying out a workload analysis and assessing the competence of the current staff. A careful review of the compensation and benefits package will be determined to ensure attraction and retention of the right talent in line with market rates. In addition, TLS will embark on enhancing its organization culture and brand visibility at the Head Office and Chapter level to make its impact felt across its programmes in the country.

In addition, a thorough review of its business processes and procedures will be carried out to ensure compliance by all the Members and Staff in order to bring about the discipline and change in organization culture. Other initiatives will be to carry out a proper stocktaking of the policies and regulations that are available versus those that are required; meeting various development partners in order to request funds and later officially start implementation of the strategic and action plans from January 2020.

3. Basic Organisational Assessment

The selected Staff of TLS were given a brief exercise to discuss key issues on the SWOT Analysis. This was reviewed by all the Staff during the capacity building training. The following is the feedback:

3.1 SWOT Analysis

STRENGTH	WEAKNESS
• Statutory body	• Failure to provide satisfactory services to members
• Reputable and credible institution to government, public and other stakeholders	• Limited resources (human, financial and equipment)
• Ever increasing membership country wide	• No reliable database of members and stakeholders
• Diversity of Members	• Inadequate ICT infrastructure
• Being a body of profession	• Inability to raise adequate funds (overdependence on subscription and donor funds)
• Periodically and democratically elected leadership	• Poor engagement / involvement of members in TLS's activities
• Reputable and credible institution to stakeholders and development partners	•
• Presence of own professional staff/Secretariat	•
• Appealing corporate image	•
• Presence of Strategic plan	•
• Presence of rules, regulations and policies	•
• Wide network of members countrywide	•
• Existence of chapters	•

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • Recognition by both rights holders and duty bearers 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Having own real property including its own building 	<ul style="list-style-type: none"> •

OPPORTUNITY	THREAT
<ul style="list-style-type: none"> • Compulsory membership with untapped diverse expertise / diversity of skills 	<ul style="list-style-type: none"> • Amendments and repeal of TLS Act and other legal professional laws and regulations
<ul style="list-style-type: none"> • Ongoing demand for respect for rule of law and protection of human rights 	<ul style="list-style-type: none"> • Political interference and affiliation perception from the public
<ul style="list-style-type: none"> • Trust from development partners by being a statutory body 	<ul style="list-style-type: none"> • Strict regulatory compliance
<ul style="list-style-type: none"> • Demand for technical legal services, education and support on various issues by number of institutions including the Parliament, Government and Judiciary 	<ul style="list-style-type: none"> • Existence of competing interest between the public and civic sector
<ul style="list-style-type: none"> • Presence of various statutes that makes TLS representation in public offices/bodies mandatory 	<ul style="list-style-type: none"> • Chapter devolution if not well regulated
<ul style="list-style-type: none"> • Enactment of the Legal Aid Act which necessitates the presence of advocates in supervision of legal aid providers 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Challenges to democracy in the country 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Presence of International agreements and instruments policies and frameworks (as tools for advocacy)-SGDs that call for rule of law provides a clear entry point for advocacy 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Members' willingness, commitment and readiness to contribute and work in different positions to enhance the work of TLS 	<ul style="list-style-type: none"> •

<ul style="list-style-type: none"> • Demand for Reforms (+) i.e. education, good governance and accountability, laws and policies etc. 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Compulsory Membership & Demand for coordinated Legal Profession 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Sympathetic and like-minded partners and allies inside and outside the country 	<ul style="list-style-type: none"> •

3.2 PESTLE Analysis

The selected Staff also carried out a a brief exercise to discuss key issues on the PESTLE Analysis. This was shared with all the Staff during the capacity building session. The following is the feedback:

POLITICS	ECONOMIC
<ul style="list-style-type: none"> • TLS can develop projects to enhance electoral justice and good governance and therefore enhance source of income 	<ul style="list-style-type: none"> • The economic trend and tax dynamics emphasise strict compliance to laws, regulations and guidelines whereas TLS is well positioned to assist its wide range of stakeholders to understand, comply and also positively participate in the legal framework in economic transformation
<ul style="list-style-type: none"> • In the electoral cycle – TLS has statutory obligations to advise all core stakeholders on electoral justice 	<ul style="list-style-type: none"> • Individual's income if increased will enable investment opportunities
<ul style="list-style-type: none"> • Individual members of TLS remain fair and professional in discharging their professional legal advice/assistance to avoid being labelled as partisans 	<ul style="list-style-type: none"> • Economic growth is often characterised with increase of number of diverse economic activities both in rural and urban areas which in effect trigger the increase of demand for legal services.
SOCIAL	TECHNOLOGY
<ul style="list-style-type: none"> • Public and media perceptions on justice institutions 	<ul style="list-style-type: none"> • AI that affects trends in legal practice
<ul style="list-style-type: none"> • Reputable and respectable organization to the society 	<ul style="list-style-type: none"> • Presence of technology to ensure efficient and effectiveness of TLS operations e.g. payment systems / increased innovation in ICT

• Demographics and population trends	• Existence of AI may lead to loss of jobs
• Wrong public perception about TLS e.g. political and ethical issues	
•	
•	
LEGAL	ENVIRONMENT
• Trends in legislative enactments needs TLS intervention	• Increased legislation in extractive sector
• TLS engagement in the law making process	• TLS involvement in projects concerning environment e.g. extractive industry
• International legislation that needs TLS intervention in domestication	• Gathering of advocates during AGMs and other TLS meetings affects the environment
• Emerging laws that affect legal practice e.g. Anti-money laundering act and its regulations	

4. Key Objectives and Outcomes from Strategy Plan 2014-19

4.1 Key Objectives of Strategy Plan 2014-19

The following were the Strategic Areas of focus as shown in the Strategy Plan of 2014-19:

- ✚ Membership Services Development and Compliance
- ✚ Access to Justice and Rule of Law
- ✚ Legal Knowledge Creation; and
- ✚ Institutional Capacity Development

4.2 Assessment of the Key Objectives

The following are the Strategic Areas with a brief assessment on the implementation of each of them.

NO.	STRATEGIC AREAS	ACHIEVEMENTS	CHALLENGES	COMMENTS / WAY FORWARD
1.	To deliver Membership Development	• Consistently provided CLE in the last five years.	• Delay in submission of membership subscription fees	• Focus of CLE should be on learning and

NO.	STRATEGIC AREAS	ACHIEVEMENTS	CHALLENGES	COMMENTS / WAY FORWARD
	Services and Ensure Compliance	<ul style="list-style-type: none"> Bringing services closer to members by establishing 14 chapters Modularised CLE to promote specialization in legal practice 100% DATF benefit to members 94% compliance on CLE among active members Code of ethics for advocates in place 	<ul style="list-style-type: none"> Focus on attaining CLE points than professional development DATF payment delay to beneficiaries Members dissatisfaction of quality of services Non practicing members unwillingness to pay annual subscription fees 	<p>professional development</p> <ul style="list-style-type: none"> Increase quality of services Unfilled forms for DATF beneficiaries, hence prolong payment process Find strategies to ensure non-practicing pay their fee
2.	To promote access to justice and rule of law	<ul style="list-style-type: none"> Provided court representation to more than 1,400 indigents in the last 5 years through TLS Legal Aid Unit Reached out to 5 million people through legal education by publications, TV programmes and radio programmes in the last five years Organized annual Legal Aid Week celebrations for three years (from 2014 – 2016) before MoCLA 	<ul style="list-style-type: none"> Inadequate budget to run legal aid activities Members unwillingness to take pro bono cases Inadequate monitoring and reporting mechanisms with regard to the independence of the Judiciary No a harmonised database of legal aid activities for all TLS chapters No an updated database of dock briefs given to members 	<ul style="list-style-type: none"> Ensure that TLS areas of focus are well aligned with national and international priorities in promoting access to justice and rule of law Increase awareness campaign among advocate to promote willingness to take pro bono cases

NO.	STRATEGIC AREAS	ACHIEVEMENTS	CHALLENGES	COMMENTS / WAY FORWARD
		<ul style="list-style-type: none"> took over the organization of the event Conducted an analysis of 36 parliamentary bills in the last 5 years At least 10 Bench-Bar meetings held Implemented 7 projects over last 5 years aiming at enhancing access to justice 	<ul style="list-style-type: none"> No follow up of TLS inputs included in legislations after bills analysis and commentary 	
3.	To facilitate knowledge creation while promoting ICT and publicity of TLS;	<ul style="list-style-type: none"> Publication of 2000 copies of Law report (1,000 copies each of Volume I and Volume II). 20,000 copies of Tanzania Lawyer Journal 37,000 simplified version of various laws for public consumption 220 CLE seminars in the last 5 years TLS website Installation of financial management system Recognition of TLSLR as credible source of 	<ul style="list-style-type: none"> Inadequate resources to 	<ul style="list-style-type: none"> Conduct market research of TLS Law report

NO.	STRATEGIC AREAS	ACHIEVEMENTS	CHALLENGES	COMMENTS / WAY FORWARD
		information – CJ circular • Installation of human resource management systems.		
4.	To facilitate Service Delivery and Institutional Development of TLS	• Wakili House construction completed • 5 TLS elections in the last five years at Governing Council and Chapter level • 14 TLS Chapters established • A functional TLS Secretariat with 36 staff recruited at HQ and Chapters • 6 policies in place, 4 regulations in place • Performance management system introduced • 5 external audit conducted	• 57% of members still not satisfied with service provision • Majority of members entering GC lack experience working in decision and policy making bodies • TLS has inadequate sources of revenues to support the mushrooming chapters	• TLS will need to expand its resource base to be able to fund chapter operations • Make TLS service more relevant to members and stakeholder to increase satisfaction level

One of the major weaknesses of the Strategy Plan 2014-19, is that it had many wordy statements with no metrics attached to it. There were no real indicators and the implementation of activities were rather to do with a business as usual approach which necessitated the Management to frame appropriate indicators to measure performance.

The table above shows that a number of issues were achieved and some challenges were encountered, but grater part can still be done since there were no benchmark targets set to ensure that there are clear outcomes of the activities.

To improve on performance of the organization at Head Office and Chapter level, TLS embarked on a new Strategy Plan 2020-24 and the Strategic Action Plan 2020-22 to ensure they are fully implemented at all levels and bring about the desired impact.

5. Key Priorities for Tanganyika Law Society

The following priorities have been identified as the key areas of focus for TLS. Some of them were derived from the Evaluation of the Strategy Plan for 2014-19, preparation of the Strategy Plan 2020-24, feedback from the Annual General Meeting (AGM), the Governing Council (GC), Chapters and other Key Stakeholders and Partners such as the Judiciary, Ministry of Constitutional and Legal Affairs (MoCLA), Parliament and Attorney General's Chambers.

1. **Services offered to the Members and Chapter Development** (Standards and Conduct of the Professionals / acquisition of legal knowledge, protection of Members).
2. **Professional Services to the State** (Judiciary / Parliament / Executive) to enhance the Rule of Law, Anti-Corruption, Anti-Money Laundering and Good Governance initiatives.²
3. **Recognize the Value of the Key Stakeholders** (Development Partners, Academic Institutions, Civil Society Organizations, Legal Aid Providers, like minded Partners, etc.).
4. **Service to the General Public** (Indigents access to justice, constitutional reforms, law reform (court representation, strategic litigation, parliamentary presentation), Diversity Management, etc.).
5. **Revenue Generation for Sustainability** (Members contribution, Development Assistance, Grants, Investments, Real estate, fundraising, etc.)

6. Organization Transformation Process

6.1 Vision

TLS's Vision is as follows:

To become an independent bar association for a just society.

² See the attached list of stakeholder's analysis that describe the role and position of all key stakeholders in relation to TLS interventions

6.2 Mission

TLS's mission is as follows:

To create a conducive environment for the legal fraternity, facilitate the acquisition of legal knowledge, represent, promote and protect Members; to support the State Organs in legislation and administration of rule of law; and assist the Public to access justice in sustainable professional standards.

6.3 Core Values

The following are the Core Values of TLS:

- ✓ *Professionalism and Solidarity*
- ✓ *Audacity for Rule of Law*
- ✓ *Integrity and Transparency*
- ✓ *Altruism and Volunteerism*
- ✓ *Respect for Diversity*

6.4 Organization Culture

The following are the traits of the Members, Governing Council, Staff and Organization Culture of TLS:

Dress Code:

- *Secretariat: Official dress are to be specified from time to time (Suits)*
- *Members: Professional attire during business engagements*

Language:

- *English / Kiswahili*
- *Decent*

Communication:

- *Two-way communication / use of official channels / official formats*
- *Polite / cordial / decorum / spontaneous / prompt*

Time Management:

- *Time conscious / Punctuality*

Social Life:

- *Interaction with respect and limitation / remain professional / preserve organizational image*
- *Conducting oneself in a manner that will not jeopardize the legal professional*

Professional Life:

- *Remain professional and observe professional standards*
- *Adherence to the code of conduct and expectations of the community*

6. Theory of Change

(To insert a Picture with Slogan – Hands with (Priority areas and Core Values) / Highlight the need to empower the Chapters)

TLS's vision and mandate determines its **Theory of Change (ToC)**. The nature of TLS given by its statutory objectives requires that TLS balances its *modus operandi* in order to be in a position to effectively discharge its mandate and realize its vision.

As a statutory professional membership body, TLS is always faced with a temptation of being an introvert institution. However, the setting and context through which TLS operates would be suicidal if TLS would fall in a trap of becoming an absolute inward looking – i.e. only taking care of its Members' welfare rather than striving to assert its relevance to Tanzanian society i.e. to both duty bearers and rights holders. TLS therefore believes that its survival and sustainability will only be guaranteed if the rights holders and duty bearers will always see the value added by TLS, its relevance and contribution to the juridical, socio-economic and political development in Tanzania.

This means that TLS will first position itself in a manner that will ensure enhancement of its internal systems and structures; smart and strategic resource mobilization; and improvement of its human resource competence and financial soundness in order to first and foremost take care of its Member's welfare and empower the members with relevant skills and expertise that will enable them to make strategic and meaningful interventions to issues (as the case may be) in relation to duty bearers and rights holders. In this regard, the TLS has adopted a systemic devolution by decentralized which will see deepening of TLS presence in the chapters and most of its intervention will be implementable from TLS chapters countrywide. These chapters will be clustered in zones in order to enhance coordination.³ TLS shall formulate and implement a devolution/decentralization policy which will be gazetted and become binding to TLS in order to preserve the integrity of TLS as a whole entity hence mitigating the risks of secession or disintegration of TLS into several organisations based on its chapters and zones. As a result, TLS activities will be implemented by the TLS membership and the TLS services will become more accessible and closer to the public. In doing so, the Chapters will also have the opportunity to work with Stakeholders at the local level and bring a more visible impact by addressing the

³ TLS will have chapters in all regions of Tanzania that will be clustered in 7 zones. There will be amendment of the law in order to safeguard the integrity of TLS and enhance equitable representation of its members to all of its decision making organs.

issues at stake. This approach will enable the rights holders (having been empowered by TLS) to sustainably demand for their rights from the duty bearers.

For that case TLS will essentially be invoking the rights based approach to development as both its core theory of change and a sustainability/survival strategy. It will have a fully participatory approach in engaging with all the Key Stakeholders in all activities and promote a more harmonized and aligned manner of working to achieve its set objectives. The diagram below illustrates the TLS theory of change:



TLS' theory of change is informed and shaped by both internal and external contexts. TLS is not an NGO but a statutory membership professional body that has unique, comparative and competitive statutory role exercising its mandate and responsibilities as provided by its establishing Legislation to promote rule of law, democracy and good governance. TLS is guided by the following theories:

- If TLS is primarily a membership association, therefore it is the membership that owns, decides and drives TLS. For that reason, the quality of TLS members ultimately determines the TLS Capacity to be, capacity to do and capacity to relate and realization of its vision;

- If TLS' Vision is to become an independent bar association for a just society then it must primarily empower its members and strengthen its internal institutional systems, structures and processes;
- If TLS resources are available, increased and diversified then its ability to deliver professional services and products to all its stakeholders becomes more sustainable;
- If TLS will map its stakeholders and coordinate its allies, mobilize its supporters, engage the rivals and inform its opponents strategically, then its capacity to relate will be revitalised and base for solidarity becomes strengthened;
- If the members will adequately be empowered and the institution be well strengthened, then it will enhance both its capacity to empower the rights holders and its ability to effectively engage the duty bearers;
- If TLS through its diverse membership throughout the country, wants to effectively empower the public on their legal rights and responsibilities, then TLS will need to embed & implant devolution and decentralize its powers and interventions to its Chapters making them agents of change and transformation at the grassroots level for social-economic justice;
- If TLS decentralization becomes successful, then level of democracy is increased and the need for empowerment with strengthened coordination of TLS Chapters will be more visible and necessary;
- If TLS wants its Chapters to be effectively coordinated, then clustering of Chapters and formation of TLS Zones will be necessary in order to facilitate and coordinate Chapter activities and bring about alignment of TLS across the country;
- If TLS through its empowered Chapters will effectively empower the Public then members of the Public will be able to understand, protect and preserve their rights and duties in a more sustainable way hence guaranteeing its relevance, recognition and reputation to its Stakeholders;
- Where there are challenges facing rule of law, if TLS has roots and good relations with its wide range of stakeholders then it will be among the safeguards to TLS;
- If TLS Members are empowered to act professionally, guided by TLS values then its engagement with State will be meaningful, credible and relevant as it will be doing the right things in the right way;
- If TLS is doing its right things in the right way it will be a credible and reputable institution in the presence of its Members, Public, Development Partners and the State; and
- Therefore, TLS will be responsive and accountable to fulfil, deliver and discharge its obligations to the concerned Stakeholders in tackling corruption, money laundering, organized crimes and promoting good governance including but not limited to rule of law, access to justice, electoral justice, freedom of expression and association, diversity management, social cohesion, economic justice, etc.

8. Membership Details

8.1 National Level Information

The following summaries give an approximate picture of the business of TLS. A careful analysis of the tables can provide an overview of the business.

The following is the summary of the **Total List of Active Members as of July 2019**.

No.	Year	Number	Paid # (%)	Unpaid # (%)
1.	July 2019	8004	5622 (70%)	2382 (30%)

The following is the summary of the **Chapter Members showing the paid up Subscription and Dues as on July 2019**.

No.	Chapter	Number	Subscription Paid	Dues Unpaid
1.	Arusha	371	119	252
2.	Dar es Salaam	5,613	5,250	363
3.	Dodoma	180	37	143
4.	Iringa	70	4	66
5.	Kagera	60	4	56
6.	Kilimanjaro	90	23	67
7.	Mbeya	130	23	107
8.	Morogoro	90	0	90
9.	Mtwara	73	11	62
10.	Mwanza	280	81	199
11.	Ruvuma	45	0	45
12.	Shinyanga	50	0	50
13.	Tabora	90	24	66
14.	Tanga	70	7	63
TOTAL		7,212	5,583	1,629

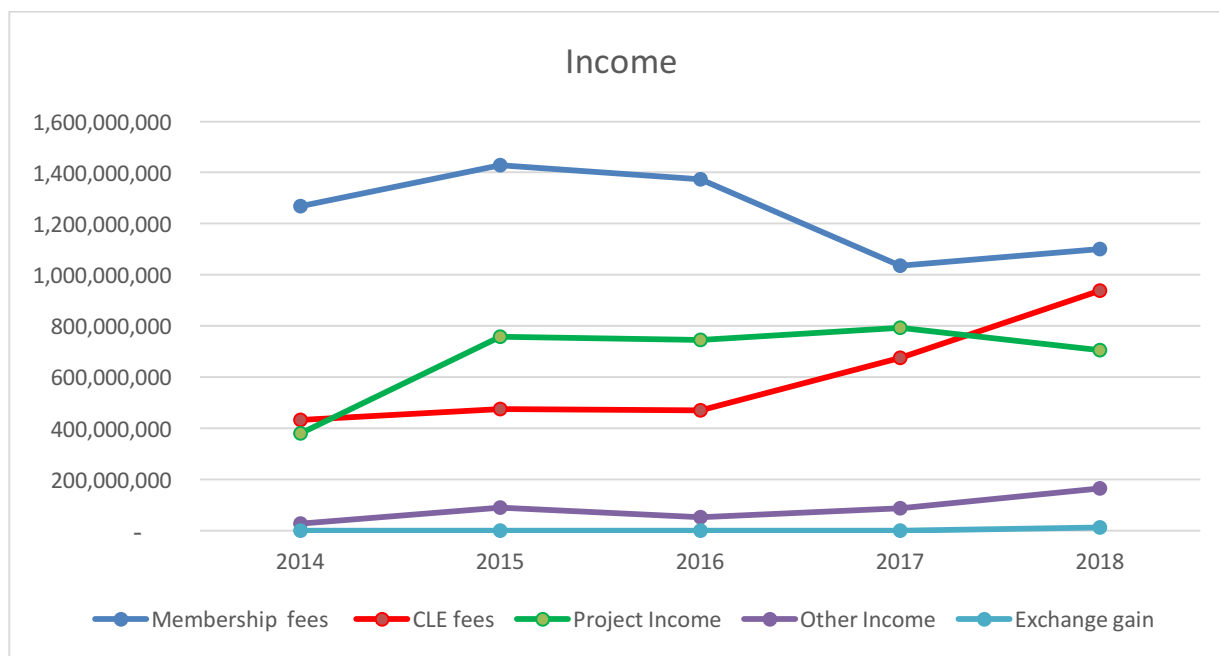
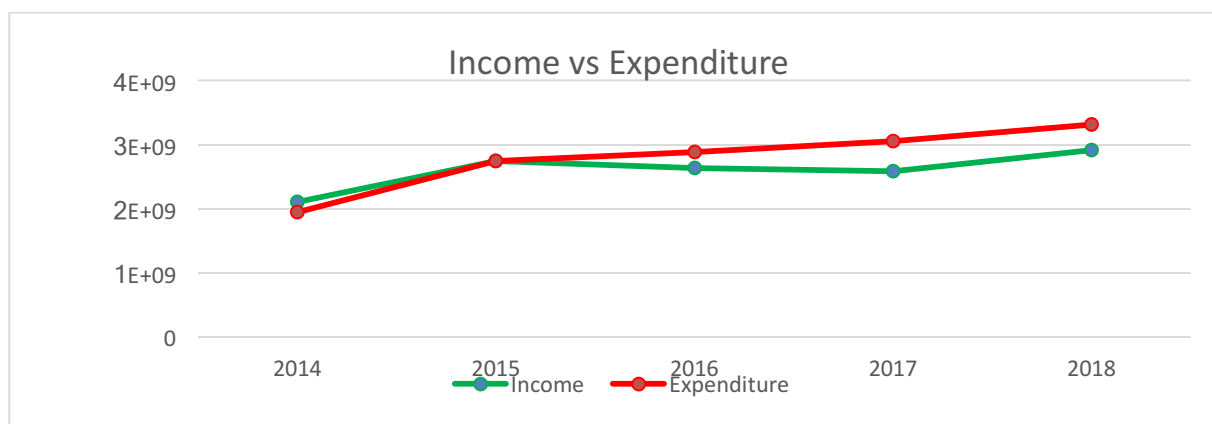
The following is the summary of the **List of different Categories of Members and Payment Status as on July 2019**.

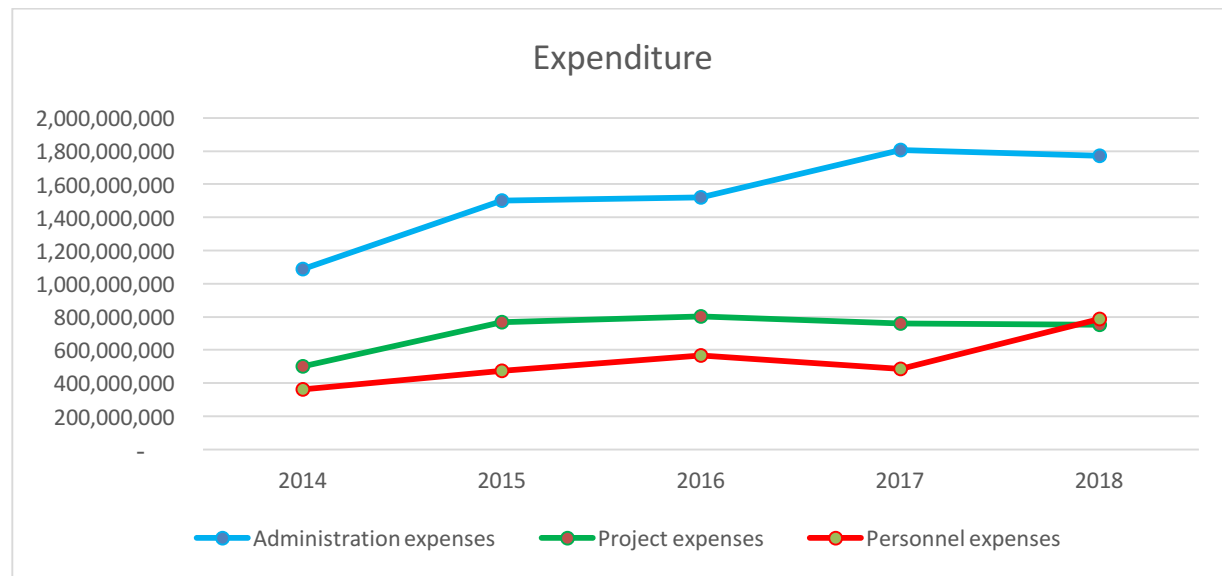
No.	Category	Number	Unpaid	Total Outstanding
1.	Practicing Members	7,212	1,629	556,910,000
2.	Non-Practicing Members	792	753	105,420,000

The following is the summary of the **List of Write-Offs as on July 2019**.

No.	Category	Number	Unpaid	Lost Revenue
1.	Deceased	234	234	
2.	Unknown	303	303	
3.	Deferred	262	262	
TOTAL		799	799	

The following is a trend analysis on the income and expenditure for TLS that depicts the sustainability of the TLS Operations.





The TLS statistics are showing that members Contributions/annual fees and the CLS fees constitute more than 60% of the TLS income. This factor distinguishes TLS from any such not for profit institution giving it an ever increasing revenue emanating from its ever growing number of members annually. This is one of strong indicators of the sustainability and consistency of TLS flow of income to finance the implementation of its activities and projects as indicated in this strategic plan.

9. Stakeholder Analysis

For TLS to be successful in executing its Strategy Plan, it will need the full support at all levels; from Members, Governing Council, Executive Committees and Chapters. TLS cannot work alone, it needs to be aligned with the expectation of its internal and external Stakeholders and Partners.

A stakeholder can be of different types, Government, influencers, users (Members), Development Partners and Media Houses. As one of the strategies, it's very importance to have a strategic partnership in the organization so as to get an opportunity to grow the membership base and reach all who need TLS's services and develop the organization. By having Stakeholders on board, the Stakeholders should also know what they are expecting from us, what we expect from the stakeholder and where do we both collaborate.

One of the primary functions of TLS Stakeholders, is to provide resources to a business when it needs them most, not just large sums of money but they typically do offer a certain monetary commitment to businesses asking for their support and mostly their advice. A stakeholder may be actively involved in an organization's work, affected by the its

outcome, or in a position to affect the organization's success. TLS's Stakeholders are either internal part of an organization's, or external, such as customers, service providers or members.

9.1 Stakeholder Analysis of Public Sector

TLS has a good relationship currently with the Government of the United Republic of Tanzania and will continue to build a mutually beneficial partnership with the **Government Ministries, Departments and Agencies (MDAs)**.

A few of the MDAs that are directly responsible for Professional Legal Practice such as the Judiciary, Ministry of Constitutional and Legal Affairs (MoCLA), etc., will play a greater part in working with TLS to assist in strengthening and promoting access to justice. Another key Partner for the legal process is the Parliament, Attorney General's Chambers, Universities with Schools or Faculty of Law, Law School and other relevant institutions.

Some of the MDAs such as the Ministry of Home Affairs (Police, Prisons, Immigration), etc., President's Office – Regional Administration and Local Government (PO-RALG), etc., will continue to have a key role in implementing the priorities of the Government especially in furthering Legal Aid to the citizens. **(See Appendix 05: Detailed Stakeholder Analysis – Public Sector)**

9.2 Stakeholders Analysis of Private Sector / Service Providers

TLS at the moment has a fairly good number of members in its database and will continue to strengthen its Membership Drive and build good relations with other key partners such as the media houses, corporate firms, financial institutions and various service provider. The entire business community across the country need to have better legal systems. **(See Appendix 06: Detailed Stakeholder Analysis – Private Sector / Service Providers)**

9.3 Stakeholders Analysis of Civil Society Organisations / Non-Governmental Organizations / Associations

Given the status accorded to TLS, the Society engages with a wide range of Civil Society Organization (CSOs), Non-Governmental Organizations (NGOs), Faith Based Organizations (FBOs), Community Based Organizations (CBOs), Trade Unions and other relevant Paralegal Organizations that work with communities and grass-root levels. **(See Appendix 07: Detailed Stakeholder Analysis – Civil Society Organisations / Non-Governmental Organizations / Associations)**

9.4 Stakeholders Analysis of Clients / Development Partners

TLS is grateful for the support received from various Clients, Local and International Professional Associations and Development Partners. Much is to be done to extend awareness and Continuous Legal Education (CLE) training to its Members both Individuals and Law Firms. These programs need to be extended to the Chapters or Zones across Tanzania Mainland as well as with its counter-part in Zanzibar, which will need additional resources to make it a success. ***(See Appendix 08: Detailed Stakeholder Analysis – Clients / Development Partners)***

9.5 Stakeholder Analysis of Media / Publicity Partners

Given the key role played by the Main Media and Social Media, TLS has to strengthen its partnerships with a few of them and will continue to explore common ground to grow the awareness of TLS's goods and services for the deepening of legal aid in Tanzania Mainland. ***(See Appendix 09: Detailed Stakeholder Analysis – Media / Publicity Partners)***

10. Strategic Action Plan 2020-22

10.1 Goal

To promote professional excellence for efficient legal service delivery to ensure access to justice and rule of law.

10.2 Key Objectives and Strategies

The following are the Key Objectives and Strategies to achieve the goal.

KEY OBJECTIVE	STRATEGY
KEY OBJECTIVE 01: To increase Revenue of TLS's by 40% annually (Base 2019: TZS 4.8billion) to improve the financial independence and sustainability of the Society.	S 01: To improve financial management and reporting systems
	S 02: To establish basket funding
	S 03: To broaden investment opportunities
	S 04: To invest and do all other things to raise funds and facilitate the delivery of TLS services to the Stakeholders
	S 05: To acquire, hold, develop or dispose of properties of all kinds, whether movable or immovable
KEY OBJECTIVE 02: To enhance professional quality and timely services to Members, Stakeholders and Public to achieve a minimum score of 75% of satisfaction annually thereby increasing the confidence of the Members, Stakeholders and the Public in TLS.	S 01: To manage Stakeholders' information
	S 02: To facilitate acquisition of legal knowledge to Members of the legal profession
	S 03: To enhance ethics and integrity in the legal profession
	S 04: To strengthen TLS presence at Chapter Level
	S 05: To engage with Key Stakeholders in the law-making processes
	S 06: To strengthen Chapters and Sub-chapters to deliver effective services to all TLS Stakeholders
	S 07: To deepen Chapter / Sub-Chapter Activities to increase level of Ownership
	S 08: To advocate for Judicial and Quasi-Judicial independence and accountability
	S 09: To assist the Government in all matters affecting legislation, administration and practice of laws in Tanzania

KEY OBJECTIVE	STRATEGY
KEY OBJECTIVE 03: To Strengthen 95% of TLS Governance, Human Resources and Administration Systems to Support Service Delivery to Members and Stakeholders and increase efficiency and effectiveness in the business of TLS.	S 01: To install and reinforce operations of TLS Governing Bodies to enable effective services delivery
	S 02: To enhance Human Resource capacity to effectively deliver services to Members and Stakeholders
	S 03: To strengthen Human Resource Management Information Systems (HRMIS)
	S 04: To put in place and enforce policies on governance and leadership to provide an oversight mechanism
	S 05: To incorporate ICT systems and processes to facilitate timely and quality service delivery
	S 06: To ensure value for money in the procurement of goods and services to support TLS operations
	S 07: To carry out cost-effective Administration
KEY OBJECTIVE 04: To create awareness of its Goods and Services to Clients resulting in 14% increase in Brand Value and visibility to Members, Stakeholders and Public and attract additional resources from the Development Partners to deepen the impact of TLS through its activities.	S 01: To engage Stakeholders with responsive market driven approach
	S 02: To build business linkages for Resource Mobilization and Organizational Sustainability
	S 03: To enhance Media Engagement
	S 04: To undertake Corporate Social Responsibility (CSR) to foster Community Engagement
	S 05: To undertake Wakili Exhibitions
	S 06: To publish and disseminate Corporate Publications to Stakeholders

10.3 Strategic Action Plan 2020-22 Budget

The TLS Strategic Action Plan 2020-22 will have a Budget that will cater to the short (2020) and mid-term plans. The Mid-term plan (2020-22) will be geared to the Transformation and Change Management process that will ensure the institution gets a firm foundation. This will enable all the other Strategies to have a robust footing as TLS transforms itself into a more state-of-the-art organization in keeping with global trends capable of serving the

region. The Long-term strategy (2023-24) will focus on carrying the agenda forward with an option to review, revise and update the next SAP 2023-25.

The Mid-term plan will have a budget of TZS.....

The Long-term plan will have a budget of TZS.....



11. Risk Mitigation Strategies

For this Strategic Action Plan 2020-22 to be implemented with minimum setbacks, it is important to take stock of the current business environment in which TLS operates, the availability of all types of resources such as financial status, staff competence, ICT systems, etc.

TLS has been operating on a semi-formal basis and as such, has a number of weak systems that need to be reviewed and upgraded. The current General Council, the Executive Committees, Management Team and the Members at Chapter level have acknowledged the challenges and have taken upon themselves the task of transforming the entire organization and fix the different issues as they come up.

Below are some of the key challenges that need to be addressed and have been rated as High or Critical. In both situations there is a need to address such issues immediately with Critical issues taking a precedence.

NO.	KEY AREA	TYPE OF RISK	CHALLENGE	MITIGATION STRATEGY
1	Member Experience: <i>It is about the entire engagement with a potential Member or a fully active Member. The next step is to ensure that the Member continues to stay with the institution as there are many retention strategies implemented.</i>	High	The current experience of the Members is good and there is still room for improvement. Although some of the business areas such as CLE and other services at Zonal and Chapter level are yet to demonstrate innovation and improved participation in activities.	To make a list of various interventions on Member Experience including awareness creation, training, improved visits to Zones and Chapters, telephone calls and

NO.	KEY AREA	TYPE OF RISK	CHALLENGE	MITIGATION STRATEGY
				regular communication and Value Added Services such as legal aid services, etc.
2.	Stakeholder engagement: <i>To have a formal engagement signed with Key Partners in the Public and Private Sector. This will assist in alignment of legal aid services.</i>	High	Currently TLS is making good progress but has to improve on keeping these partnerships with key MDAs as there are no Memorandum of Understanding (MoUs) signed and implemented.	To use the strong connection with Judiciary and Ministry of Constitution and Legal Affairs (MOCLA) to improve access to justice.
3.	Resource Mobilization <i>To take stock of the available Own Sources of Revenue e.g. Membership Dues, CLE, etc., and support from Development Partners.</i>	Critical	Currently the financial situation is makes it difficult at times to carry out any sustainable or expansion activities. Part of the responsibility for the Business Development Department should be increased to add to the revenue generation and support the resource mobilization strategy.	To get the Resources Committee of the GC to review the current sources of revenue and find alternatives to boosting the situation and make is sustainable. TLS should make its Finance and Business Development activities aligned in order to boost its revenues.
4.	Professional and competent Staff: <i>It is important to have strong business</i>	High	The current level of the Staff is average and need additional effort for the transformation	There is an urgent need to recruit some senior Managers and Staff

NO.	KEY AREA	TYPE OF RISK	CHALLENGE	MITIGATION STRATEGY
	<i>processes and procedures that can assist the Staff to maintain a high level of professionalism, adhere to business ethics and to deliver high quality and timely services.</i>		process to be effective. The lack of technical and soft skills poses a number of challenges on the business, customer experience, Chapters, sustainability, etc.	to fill the critical positions immediately, put in proper systems, processes and procedures to make the organization be more professional.
5.	Technical Standards and Services: <i>TLS is responsible for providing CLE services to individuals and law firms and assist them to work with national and local level MDAs and Private Sector institutions.</i>	Critical	Due to growing demands for CLE and other refresher courses, there are challenges to improve on the quality and quantity of modules to assist individuals and law firms to keep up to date with growing trends and demands of the legal profession.	Urgent recruitment of the Key Staff capable of managing the state of the art online systems and processes across the country. The ICT infrastructure has to be set up with redundancy with high speed available 24*7.
6.	Lack of Credible Data: <i>The compilation of all the Membership details of the business should be in both soft and hard copies for planning and decision making process.</i>	Critical	Currently there is poor data management as much if it is done manually and software has to be upgraded and updated. The lack of detailed records at Chapter or Zonal level makes it highly challenging to make informed decision across a number of business areas of focus.	A dedicated team of Senior Staff should be put in place for a time to consolidate and update the reports and put the institution back on track so that GC and Management Team can make timely and cost effective decisions for the smooth operations.

NO.	KEY AREA	TYPE OF RISK	CHALLENGE	MITIGATION STRATEGY
7.	Enhanced Financial Management System: <i>The compilation of all the Financial reports are under specific Codes and Sub-Codes which should assist in the financial planning, controls and auditing at all levels of the organization.</i>	Critical	<p>While records are maintained, there needs to be a proper and timely reconciliation between the Financial Statements e.g. Revenue Reports with that of the Membership Department's records. It is seen that the trend of Bad Debts will only continue to rise if not action is taken. There is poor understanding of financial management at the Chapter and Zonal level leading to lack of follow up on Membership dues and revenue generation.</p>	<p>A dedicated team from the Membership and Finance Departments should reconcile and come up with one current Report of Members, Bad Debts, Write-Offs that will help in future financial reporting that will give the true picture of the business. Currently there is a serious need to enhance the Debt Management role to prevent further losses and Write-Offs. Chapters and Zonal levels should have their capacity built in financial and risk management.</p>

12. Monitoring and Evaluation

Monitoring and Evaluation (M&E) will be an important part of this Strategic Plan. TLS will develop a robust and rigorous monitoring and evaluation system, with constant feedback mechanism to inform Strategic Plan implementation and achievement of outcomes.

Our M&E activities will be guided by a clear **Theory of Change (ToC)**. We will develop simple, yet rigorous set of tools to track and measure the link between inputs, outputs and outcomes of our work.

TLS M&E process will be carried-out as follows:

- Its application will be based on a realist approach which understands the complexity of development practice, seeking to assess TLS contribution in development practice rather than attribution and generating lessons about what works, what does not work and why.
- TLS will use a combined model of Log Frame Approach and Outcome Mapping (OM) to draw on the strengths of each of these models. OM is a very useful approach in line with the complex mandate TLS has and will be used as the core approach to frame M&E thinking within TLS. However, results other than the behavior and actions of boundary partners will also be tracked. In addition, most of TLS partners use of log frames in planning and reporting.
- It will incorporate many of the philosophies, approaches and methods of outcome mapping, with its emphasis on the behavior, relationships, actions or activities of the people, groups and organizations with which a development program works directly.
- It will document most significant change stories at multiple levels throughout the Strategic Plan: Finance, Operations, People and Clients
- It will adopt Overseas Development Institute five –level approach to M&E of policy influence and in particular, on law reform and policy making process

Key M&E Questions

Our M&E activities will attempt to answer the following few questions.

- Are we delivering what we said we would?
- What is the quality and relevance of our outputs?
- Are we significantly influencing the changes in behavior, relationships, actions or activities of the individuals, groups and institutions with which our development interventions work directly?

Our Result Framework

Objective Statements	Performance Indicators	Data Sources	Critical Assumption
Goal To promote professional excellence for efficient service delivery to ensure access to justice and rule of law	Proportion of citizens accessing professional legal services	Survey, MoCLA, reports from justice actors, TLS annual reports	
Strategic Objective 1 To enhance professional quality and timely services to members and stakeholders to achieve a minimum score of 75% annually	% of members and stakeholders satisfied with TLS services	Annual satisfaction survey, reports,	Resources (human and financial) are available to improve services
Intermediate Result SO1.1 Enhanced legal knowledge and skills of individuals and institutions in Tanzania	Number of individuals and institutions trained by TLS % of individuals trained by TLS applying acquired knowledge and skills in their working environment Proportion of institutions that are satisfied by the added value of TLS training programmes	CLE records, Law reports, Tanzania Lawyer Journal, Survey of individuals trained Survey of institutions	CLE is established and functional
Intermediate Result SO1.2 Increased justice sector institutions (including TLS Chapters) and public officials at national and local level	Number of justice sector institutions demonstrating capacity to perform their tasks	CAG report, TLS research, reports from court users survey and other	There is enabling political and legal environment for justice sector institutions to

Objective Statements	Performance Indicators	Data Sources	Critical Assumption
performing their core tasks effectively, accountably, transparently and responsive towards citizen	independently, fairly, effectively, accountably, and in better coordination Number of justice institutions and public officials at national level directly engaged with through dialogue processes, targeted dissemination of information, joint learning	public perceptions surveys Meeting records/minutes, registration forms	operate effectively, accountably, transparently and responsively to citizens
Intermediate Result SO1.3 Increased citizens access to justice through fair, efficient, impartial, and independent justice institutions	Number of citizens from all groups with increased awareness of rights and use of fair and effective formal and informal justice systems Number of people directly benefiting with TLS access to justice programmes at national and local level	Survey, paralegals reports, legal briefs, monitoring briefs TLS database, chapter reports, annual reports	Legal aid Act (2017) and Regulations (2018) become a tool to empower citizens to access justice
Intermediate Result SO1.4 Increased engagement and advocacy on law making process at local and national level	Number of advocacy activities conducted Number of research conducted to produce	Reports, minutes, research papers, legal briefs, position paper	Legislations enacted provide an enabling environment for political and legal space for CSOs to operate and grow

Objective Statements	Performance Indicators	Data Sources	Critical Assumption
	evidence for law reform Number of elected representatives at national level directly engaged with through dialogue processes, targeted dissemination of information, joint learning		and create a space for citizens to influence accountability Stakeholders consultation in law making process becomes a practice and institutionalized
Strategic Objective 2 To increase Society revenue by 40% annually	% of TLS annual revenue increase	TLS Financial reports, audit reports	There is a realistic plan in place to meet the target
Intermediate Result SO2.1 TLS sustainability ensured	Number of alternative sources of funding other than members subscription fee secured	Financial reports, audit reports, programs reports	Sustainability plan in place
Intermediate Result SO2.2 TLS funding sources diversified	Annual amount generated through diversified sources of funding	Financial reports, audited reports	Diversification of sources of funding will generate more revenue
Strategic Objective 3 To Strengthen 95% of TLS governance, human resources and administration system to support service delivery	% of TLS governance, human resource and administration strengthened	TLS narrative reports, policies, regulations, minutes, database, website, human resources information system	Resources available are effectively utilized
Intermediate Results SO3.1 The consistency and effective	Evidence of TLS enforcing its mandate	Governing Council Reports, evaluation	TLS is able to adequately enforce its statutory

Objective Statements	Performance Indicators	Data Sources	Critical Assumption
enforcement of TLS mandate is improved	consistently and effectively	reports, media reports	mandate professionally and avoid being associated with political parties
Intermediate Results SO3.2 Access to TLS services at local and national level increased	Number of people accessing TLS services and local and national level	Administration records, TLS database, clients feedback	TLS chapters have the same capacity and resources as the national office to provide required services
Intermediate Results SO3.3 TLS human, financial and physical resources are effectively managed, monitored and evaluated	Number of decision on human, financial and physical resource made and implemented Report of financial, human and physical resources monitored and evaluated	Minutes, narrative reports, financial reports	The available resources contribute to the quality of services provided to TLS stakeholders
Strategic Objective 4 To create awareness of TLS goods and services to clients resulting to 14% increase in brand value	% of of people who are aware of TLS goods and services	TLS website, media reports, TLS directory, survey	All TLS stakeholders (Public, Judiciary, Parliament and State Organs) have a positive view about TLS
Intermediate Results SO4.1 Increased visibility and recognition of TLS	Number of people and institutions reached through targeted means of information dissemination	Reports, minutes, media coverage, attendance lists, dissemination lists	There are adequate and practical strategies to increase TLS visibility
Intermediate Results SO4.2			

Objective Statements	Performance Indicators	Data Sources	Critical Assumption
Increased stakeholders engagement with TLS	Number of stakeholders engaging with TLS	Minutes, reports, media coverage, attendance lists, TLS directory	Stakeholder are open and willing to engage with TLS

NB: These outcome indicators are linked with output indicators in the Strategy Action Plan

13. Conclusion

As TLS has embarked on this transformation process, it is important to monitor and evaluate the progress made. All the key priorities have been addressed in the Strategies laid down across different objectives.

While the Management Team will implement this Strategic Action Plan 2020-22, it will be the responsibility of the Governing Council and the Executive Committees to provide continuous oversight. It is advised that for the first three (3) months the Governing Council or the Executive Committees and the Chapters convene Monthly to make a close follow up of the implementation. For the remainder part of the time, the Governing Council and the Chapters can meet on a Quarterly basis to make sure that the plans are implemented fully and where not possible, either it will be carried over or deferred to a more suitable time.

Appendix 01: Strategic Action Plan 2020-22

(See the attachment for details)

FINAL DRAFT

Appendix 02: Budget for Strategic Action Plan 2020-22

(See the attachment for details)

FINAL DRAFT

Appendix 03: Membership Details

The following information has been compiled and used as part of the assumptions to make the Strategic Action Plan 2020-22.

Table Membership 01: Current Members from as on 30th June 2019

The following information has been compiled and used as part of the assumptions to make the Strategic Action Plan 2020-22.

Table Membership 01: Current Members from as on 30th June 2019

MEMBERS IN CHAPTERS

NO.	CHAPTER	NUMBER
1.	Mwanza	280
2.	Dodoma	180
3.	Kilimanjaro	90
4.	Kagera	60
5.	Iringa	70
6.	Mbeya	130
7.	Arusha	371
8.	Mtwara	73
9.	Ruvuma	45
10.	Morogoro	90
11.	Tanga	70
12.	Shinyanga	50
13.	Tabora	90
14.	Dar es Salaam	5,613
Total Practising Members		7,212

Category	Number
Practising Members	7,212
Non- Practising Members	792
Deferred Members	262
Unknown Members	303
Deceased Members	234
Total No. on the Roll of Advocates	8,803

Appendix 04: Financial Details

The following information has been compiled and used as part of the assumptions to make the Strategic Action Plan 2019-22.

Table Finance 01: Annual Income for 2017 – 2019

TANGANYIKA LAW SOCIETY			
REVENUE REPORT FROM 2017-2019			
	YEAR		
	INCOME 2017	INCOME 2018	INCOME JAN TO JUNE 2019
MONTH			
JANUARY	653,587,043.43	805,353,217.80	1,076,262,060.00
FEBRUARY	35,280,800.00	175,489,507.12	98,327,000.00
MARCH	630,007,246.61	79,990,066.18	133,868,743.86
APRIL	38,933,571.43	440,618,587.20	370,391,428.50
MAY	12,815,600.10	42,827,802.00	28,934,427.00
JUNE	337,292,510.86	226,278,594.99	58,088,000.00
JULY	10,931,700.00	127,917,112.00	0
AUGUST	20,673,700.00	37,845,500.00	0
SEPTEMBER	305,116,194.00	483,116,783.00	0
OCTOBER	18,015,700.00	44,196,000.00	0
NOVEMBER	42,361,684.00	67,002,409.00	0
DECEMBER	473,739,743.89	376,263,766.26	0
TOTAL REVENUE	2,578,757,511.32	2,906,901,363.55	1,765,873,678.36

Table Finance 02: Annual Expenditure for 2017 – 2019

TANGANYIKA LAW SOCIETY			
EXPENDITURE REPORT FROM 2017 TO JUNE 2019			
	YEAR		
MONTH	EXPENSE 2017	EXPENSES 2018	EXPENSES JAN TO JUNE 2019
JANUARY	194,105,575.47	284,084,114.89	221,649,530.67
FEBRUARY	171,991,094.06	180,471,919.78	195,428,677.72
MARCH	536,903,730.87	210,555,362.28	267,860,501.12
APRIL	408,914,548.66	545,444,476.29	891,244,085.80
MAY	227,194,448.36	283,782,165.59	-144,544,458.29
JUNE	206,753,167.15	139,441,276.51	206,287,939.54
JULY	196,586,804.04	238,644,348.77	0
AUGUST	200,993,254.68	190,753,205.90	0
SEPTEMBER	248,688,235.64	406,102,861.08	0
OCTOBER	192,281,268.44	180,082,899.14	0
NOVEMBER	161,233,171.18	248,791,371.66	0
DECEMBER	149,998,116.22	392,410,675.16	0
TOTAL EXPENSES	2,895,643,414.77	3,300,564,677.05	1,637,926,276.56

Table Finance 03: Monthly Income and Expenditure for January – June 2019

TANGANYIKA LAW SOCIETY						
INCOME STATEMENT FROM JAN TO JUNE 2019						
EXPENSES	MONTH					
	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Newly Admitted Advocates	98,028,960					
Subscription fees (1-5yrs)	341,934,100	25,630,000	8,063,000	2,526,000	3,822,627	3,223,000
Subscription fees (6-10yrs)	97,606,000	4,376,000	1,392,000	5,416,000	8,056,000	8,718,000
Subscription fees (11-20yrs)	400,860,000	57,197,000	10,320,000	1,260,000	1,530,000	1,680,000
Subscription fees (21 and above)	99,888,000	7,264,000	4,224,000	1,560,000	2,080,000	2,132,000
Non Practising Members	4,713,000	700,000	140,000	140,000	-	-
AGM Continuing Legal Education (CLE) Seminar Fees	-	-	43,443,250	274,255,434	(120,000)	-
Regular Continuing Legal Education (CLE) Seminar Fees	31,940,000	1,900,000	35,350,000	68,657,000	6,120,800	5,060,000
Chapter Continuing Legal Education (CLE) Seminar Fees	-	-	-	-	-	9,960,000
Accredited Continuing Legal Education (CLE) Seminar Fees	1,002,000	-	-	(830,000)	-	-
Other CLEs, eg Forums	-	300,000	1,432,995	5,681,995	-	-
Sponsorships	-	-	12,700,000	2,500,000	7,000,000	-
Sale of TLS Law Reports	110,000	880,000	440,000	3,300,000	445,000	1,760,000
Legal Aid Registration Fee	180,000	80,000	214,000	-	-	50,000
Sale of Merchandise	-	-	-	5,925,000	-	-
Consultancy fee	-	-	-	-	-	2,000,000
PACT Tanzania	-	-	16,149,499	-	-	-
Total Income	1,076,262,060	98,327,000	133,868,744	370,391,429	28,934,427	34,583,000

TANGANYIKA LAW SOCIETY						
EXPENSES FROM JAN TO JUNE 2019						
	MONTH					
EXPENSES	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Members Welfare	-	1,000,000	18,275,840	-	-	-
TLS Institutional Membership	6,517,860	-	4,345,240	-	-	-
Committee Expenses	7,001,000	450,000	2,729,619	1,400,000	674,000	3,631,200
Programmes Consultancy fees	-	-	-	-	4,500,000	-
Programmes Advertisement Charges	2,265,600	-	-	-	-	-
Continuing Legal Education (CLE) Seminar Expenses	21,599,000	600,000	4,256,000	37,209,000	1,489,500	7,591,350
Publication and Publicity Expense	-	-	-	9,775,000	1,581,200	7,286,020
Annual General Meeting (AGM) Expenses	521,500	849,600	333,000	637,717,670	(298,326,300)	22,796,000
Half Annual General Meeting (HAGM) Expenses	-	-	-	212,400	700,000	-
Election Expenses	11,116,000	3,149,000	6,830,000	7,652,100	-	459,000
Programmes Travel and Accommodation Expenses	50,000	6,638,215	360,000	4,578,261	-	1,400,000
Capacity Building Expenses	1,610,000	-	-	-	100,000	-
Governing Council Expenses	2,152,000	-	-	-	-	13,491,200
Production Costs-TLS Law Reports	-	400,000	-	-	-	-
Exhibition Expenses	-	-	-	-	1,092,680	-
Planning Meeting Expenses	921,000	770,000	2,980,000	-	5,452,500	600,000
Pro bono Expenses	600,000	300,000	600,000	-	600,000	-
DIMAC Expenses	-	-	-	-	2,995,000	-
LAAC Project expenses	-	-	-	5,660,000	5,234,150	250,000
Merchandise Expenses	-	-	5,782,000	-	5,782,000	539,200
Law Firm Management Training	-	-	30,077,000	-	-	-

TANGANYIKA LAW SOCIETY						
EXPENSES FROM JAN TO JUNE 2019						
	MONTH					
Media Engagement Expenses	-	-	-	-	-	1,200,000
Business Development	18,074,060	11,092,000	9,672,000	-	-	-
Arusha Chapter	-	-	500,000	1,260,000	1,800,000	450,000
Mwanza Chapter	800,000	250,000	1,925,000	1,230,000	3,100,000	1,357,000
Mtwara Chapter	-	-	-	2,160,000	1,020,000	-
Dodoma Chapter	-	5,070,000	1,192,017	-	2,270,500	940,100
Kilimanjaro Chapter	-	-	5,352,480	-	-	-
Monitoring and Evaluation Expenses	-	1,528,000	-	-	-	-
Activity 2 - Legal Representation of Children in Detention Facilities	840,000	-	-	-	-	1,455,000
Activity 3 - Timely Support to Children Detained in Police Stations	1,526,000	-	-	-	-	-
Activity 4 - Provision of and Access to Legal Services for Children in Conflict With the Law	1,296,000	-	2,000,000	-	-	-
Direct Programme Support Costs	1,050,000	-	-	-	-	-
Engage and Participate in Bills/Policies/Regulations Making Process	997,000	-	-	-	-	-
Conduct Public Dialogue on Controversial Laws	3,308,000	-	-	-	1,125,000	-
Administrative Costs	2,970,000	2,970,000	2,970,000	2,970,000	2,970,000	2,970,000
Support TLS Participation In National and International Forums	-	1,578,000	-	-	1,520,000	-
Organize Training of Trainers Workshop	910,000	-	-	-	-	-
Bank charges	20,950	43,235	-	-	-	-
1.2 Salary-Project Manager	2,977,000	2,977,000	2,977,000	2,977,000	2,977,000	2,977,000
1.4 Sub-Contractor	3,454,960	1,120,000	2,660,000	5,100,979	-	10,869,000
1.6.1 Local Transport	-	-	12,334,800	47,595,231	116,000	6,715,000
1.6.4 Training Materials	-	350,000	140,000	1,420,000	-	975,860
1.6.9 Other Project Direct Costs	-	-	-	12,553,150	-	-
Operating Expenses	-	900,000	4,698,000	4,616,000	1,487,840	5,506,000

TANGANYIKA LAW SOCIETY						
EXPENSES FROM JAN TO JUNE 2019						
	MONTH					
Administrative Expenses	-	-	-	-	330,000	-
Project Activities	-	-	200,000	-	-	-
Consultations	-	-	-	-	-	7,310,000
Supporting Costs	700,000	700,000	700,000	-	700,000	700,000
Project Quarterly Review Meeting	-	-	5,650,000	-	-	-
Contribution to Staff salaries	-	-	-	-	-	6,647,486
Monitor public opinion on the process of justice delivery and document,	-	-	-	-	-	3,240,000
Review Criminal Justice framework opportunities and challenges	-	-	-	-	-	3,685,000
Engage the Criminal Justice Forum to undertake its functions	-	-	-	-	300,000	300,000
Facilitate Involvement Of Advocates In Provision Of Legal Aid Services In Criminal Justice	-	-	-	-	2,216,500	-
Coordinate collections of views from different societal groups towards amendment of Political Parts Act	16,149,499	-	-	-	-	-
Staff Salaries	66,261,211	64,380,590	67,617,257	67,530,590	66,330,590	60,771,694
Social Security Contributions Expenses	6,458,059	6,458,059	6,681,726	6,493,059	6,603,059	6,077,169
Staff Medical Insurance Expenses	7,124,035	7,124,035	5,743,805	5,743,805	5,743,805	5,743,805
Interns and Volunteers Allowances	1,000,000	500,000	500,000	500,000	1,000,000	500,000
SDL Expenses	3,072,627	3,072,627	3,218,277	3,182,877	3,182,877	3,185,442
Staff Fuel Allowance	3,176,020	1,879,840	3,703,776	-	-	3,880,720
WCF Expenses	708,806	708,806	741,171	733,305	733,306	733,876
Staff Terminal Costs	-	41,766,667	-	-	-	-
Staff Relocation Costs	-	-	3,517,900	-	-	-
Rent and Rates	-	90,000	2,667,947	-	-	327,173
Electricity Expenses	1,000,000	3,000,000	-	2,000,000	-	2,000,000

TANGANYIKA LAW SOCIETY						
EXPENSES FROM JAN TO JUNE 2019						
	MONTH					
Generator Fuel	45,000	-	-	-	-	-
Kitchen Supplies	848,500	868,000	898,600	950,300	747,500	929,300
Waste Disposal Expenses	-	-	-	-	450,000	450,000
Motor Vehicle Repairs	-	-	628,744	-	-	-
Repair and Maintenance	190,000	20,000	5,013,762	1,982,330	636,600	397,000
Water charges	215,629	55,000	275,839	113,311	113,311	189,274
Printing and Stationary	2,994,200	2,457,280	3,191,150	120,000	516,140	46,000
Security Expenses	1,721,030	1,878,530	1,721,030	1,721,030	1,721,030	3,442,060
Communication Expenses	1,707,500	1,707,500	1,707,500	39,800	2,107,500	2,111,800
Travel and Accommodation Expenses	2,854,640	4,866,000	874,000	-	5,283,812	-
Advertising Expenses	-	55,000	-	-	-	-
Transport Expenses-e.g Taxi,	796,700	2,044,000	362,000	175,200	515,000	1,044,400
Consultancy fees	-	2,525,200	-	-	-	5,307,711
Bank Charges	1,113,178	665,250	2,083,012	5,760,965	990,713	1,064,166
Internet Charges	1,395,972	1,395,972	1,395,972	1,400,868	1,400,868	1,400,868
Depreciation Expenses	5,634,671	5,634,671	5,634,671	5,634,671	5,634,671	-
Donations	-	-	1,629,465	-	3,000,000	-
Newspapers and Periodicals Subscriptions	-	-	1,121,900	-	-	-
Staff fuel expenses	-	-	-	2,045,554	-	-
Other Expenses	4,054,322	1,068,600	45,000	2,564,900	513,000	493,000
Total Expenses	221,799,531	196,956,678	250,514,501	894,779,356	(138,968,648)	215,436,874

Appendix 05: Stakeholder Analysis for Public Sector

The following is a Detailed Analysis of TLS Stakeholders and Partners as per different categories:

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
1. A	Ministry of Constitution and Legal Affairs	Parent Ministry responsible for policy, law and regulations making process; creating and promoting good governance; driver for creating a conducive legal environment such as rule of law and access to justice.	Strategic / High	Professional good working relationship; trust; openness and transparency; positive and harmonized collective thinking relation; receive, propose reform; monitor and coordinate legal sector;	Fair and professional policy, legal and practice support/assistance, advice, request, advice on submission
B	Attorney General Chambers; Deputy Attorney General	Principle/chief advisor to the Government on policy, law, regulation and practice implementation; ethics adjudicator through the Advocates Committee	Strategic / High	Professional support and by-in on policy, legal and regulations submissions such as, legal advice, legal briefs, position papers, and reform matrix; fair advice on matters of policy, legal, regulation and practice positions.	Positive and fair assistance on matters of interpretation of policy, law, regulations and practice;
C	Solicitor General; Deputy Solicitor General; City and Government Agencies state Attorneys	Principle civil prosecutor and defender of the Government;	Strategic / Functional / High	Prosecute the cases fairly; advise the government fairly so that other parties right (public, private etc.) be adjudged or amicably decided fairly/justly.	Defend the cases fairly

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
		Chief advisor of the Government in cases of disputes or likely disputes against the other part.			
D	National Prosecution Services; Director of Public Prosecution (DPP); Deputy DPP, State Attorneys;	Chief republic prosecutor and defender of all charges made by the state; Chief investigator of cases	Strategic / Functional / High	Fairly charge the accused persons; Timely prosecute the cases filed in court; Timely completion of investigation	Fair representation of the accused persons; Integrity conduct of advocates (TLS Members) to defend their clients
E	Law Reform Commission	Chief Government researcher and advisor on policy and law reforms needed	Strategic / Functional / High	Conduct regular research on emerging issues and areas of policy, law, regulations and practice challenges Timely lead and proactive provision of policy or legal positions through research and fact findings Guide reform processes through studies; Accessible issuance of policy, legal and practice studies and fact findings	Provision of information for research; Support LRC researchers in information gathering and analysis; Provision of study areas, research topics or legal alerts on key areas calling for research or empirical studies.

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
F	Commission for Human Rights and Good Governance (CHRGG)	Chief Government ombudsmen and advisor on issues of human rights and good governance practices	Functional / High	Fairly, just and promptly conduct human rights violation/abuses and good governance practical violations/abuses investigation and report to government authorities	Integrity and professionally report of human rights violations; Professional analysis of human rights and good governance abuses
G	Administrator General; Registration of Insolvency and Trustees Agency (RITA)	Administrator of births and deaths; registrar and chief regulator of Trustees	Support / High	Timely register trustees; timely issue birth and death certificates; facilitate estate administrators to complete administration processes; and distribute inheritance accordingly	Fair advice and support to clients in drafting trustees to clients; Integrity and fairness in representation of heirs;
H	Prevention and Combating of Corruption Bureau (PCCB)	Government agency charged with the duty of prevention, combating corruption in Tanzania	Functional / High	Through advocates professionally defend accused persons of corruption charges; Capacity build/empower/ raise awareness to members of the legal profession, other profession and the public at large to understand and to avoid offences relating to corruption;	Support the Bureau in identification and enforcement of corrupt acts in the Country Through advocates. fairly and professionally defend accused persons of corruption charges

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
				Support the Bureau to undertake studies/research on policies, law, regulations and practices enhancing or supporting corrupt acts so as to facilitate reforms of the policies, law, regulations and practice.	
I	Government Chemistry	Chief Government investigator and diagnose on Chemistry related disputed material which are subject of dispute such as DNA, Drugs components	Functional / Support / Medium	Timely issue chemistry diagnosed results	Integrity and fair representation and advice of accessed person; openness in the defense submissions
J	Universities with Schools of Law or Law Faculty; and Law Schools of Tanzania	Teach, transfer knowledge and impart practical skills	Strategic / functional / Support / High	Teach, lecture and deliver quality knowledge to students; Impart quality practical skills to students; Support students to identify and develop their education carrier and specialization	Support on knowledge development and practical skill by providing professional knowledge and skills; Mentoring and guiding the young lawyers to master professional skills of law.

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
K	Registrar of Legal Aid; Legal aid advisory Board; Legal Aid Coordination Committee	Register legal aid providers (legal aid entity and paralegals, regulate and monitor legal aid provision services in the country	Strategic / High	Support on policy, law, regulation and practice reforms; Timely issue legal aid certificates to legal aid providers; Provide conducive space for legal aid provision; Collaborate with legal aid providers to offer legal aid services to the country.	Legal aid providers to professionally and diligently provide legal aid services to the indigents; Comply to legal aid policies, laws and regulations; Report to the ministry progresses on legal aid provision; Collaborate with the ministry to improve the condition of legal aid provision.
2	Ministry of Home Affairs	Preservation of internal security of citizens and their properties	Strategic / High	Openness and transparency collaboration in preservation of internal security; Support policy and crime reforms of policies, laws, regulations and practice initiatives. Positive engagement and discussions on issues for reform	Professional and scientifically reform and recommendation studies, arguments, position papers and briefs on policy, law, regulations and practices.

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
A	Tanzania Police Force	Law enforcement agency of the government	Functional / Support / High	Fairly issue police bail; accord accused persons with the right to communicate with relatives; use gender desks effectively to hear gender related abuses; use human rights friendly methods to gather/extract evidence; promptly investigate cases; promptly draft charges; compound sentences and timely file cases in court; support TLS to educate the public on rights before the police; observation of human rights and good governance practices	Professional representation of accused person
B	Tanzania Prisons Service	Custodial (incarceration) sentence of criminals enforcement agency	Functional / High	Fair treatment of prisoners as per UN Standards and National laws and procedures; administer non-custodial sentences; support prisoners in accessing court papers and meeting with their advocates relatives, drafting and processing	Professional with high integrity support, defend and legally advise and represent prisoners in court.

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
				appeal, reviews and revisions	
C	Tanzania Immigration Services	Border management, pass residence permit; issues travel documents and enforce immigration laws and procedures	Functional / Medium	Fairly issue residence permit, travel documents and prosecute illegal immigrants	Fairly, professional and with high integrity represent, support and notarize documents of applicants of residence permit, travel documents and so on
D	National Identification Authority (NIDA)	Issuance of National Identification Cards to the citizen of Tanzania	Support / Low	Prompt and timely issuance of National IDs; Support identification of person	Professional advice and collaboration with NIDA officers
3. A	Ministry of Works, Transport and Communication	Promote quality, efficient environment friendly construction industry, transport policies and regulations, communication regulation	Strategic / High	Friendly, positive and fair professional debates or discussions on the laws and regulations relating to civic space. Create conducive environment for TLS Members to support their clients to defend or prosecute construction cases	Professional position papers, briefs, case studies challenging civic space in Tanzania; Conducting of awareness campaign on laws and regulations relating to civic space
B	Tanzania Communication and Regulatory Authority (TCRA)	Regulator of communication in Tanzania	Functional / High	Fair professional debates or discussions on the laws and regulations relating	Professionally creating awareness to the public on the law relating to communication and

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
				<p>communication in Tanzania.</p> <p>Training or raising awareness to the public on the law relating to communication and compliance aspects</p> <p>Create conducive environment for TLS Members to support their clients to defend or prosecute cases relating to non-compliance of regulatory laws</p>	<p>compliance requests of the law and regulations</p> <p>Assisting clients to comply with the law</p>
4	Ministry of Information, Culture and Sports	Free flow of information, public access to cultural rights and promote national language, access to sports and games	Strategic / High	Open, positive and fair professional debates on the laws and regulations relating to freedom of expression, access to information.	Professional researched work/studies, position papers, briefs, case studies challenging freedom of expression and access to information in Tanzania
5	Ministry of Labour, Employment and Youth Development	Creating the environment for better labour standards, employment services, policies and legislation	Strategic / High	To provide, enforce, positive reform and to receive comments, position and critique on labour related issues	Professional advice and engagement on matters of laws relating to labour and timely services.

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
6	Ministry Health, Community Development, Gender, Elderly and Children; Department of Social Welfare department	Facilitate basic health services, provide policies on gender, elderly and children and all social welfare aspects to special groups and regulate the NGO sector	Strategic / High	Enforce observance of gender rights, marginalized groups, the elderly and children rights; Enact or review policies, laws and regulations to protect gender rights, marginalized groups, the elderly and children rights; Put in place administration and practice mechanisms that will promote gender rights, rights of marginalized groups, the elderly and children rights	Professionally support the Ministry in review or enactment of law, policies and regulation that will help to observe, enforce and administer gender rights, rights to marginalized groups, the elderly and children rights
7. A	Ministry of Finance and Planning	Manages the overall revenue, expenditure and provides the government with planning on financial affairs. Prepare the National Budget, policies and liaising with central and local government on financial matters.	Strategic / Medium	Receive TLS Audited books of accounts Put in place fair contributory and regulatory provisions to TLS Members and favorable taxes to the general public in terms of tax, license payments and so on	To send the annual narrative and financial report to the Ministry. To provide professional and legal advice on financial polices and legislation

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
B	Tanzania Revenue Authority (TRA);	Tax Revenue collection authority of the United Republic of Tanzania	Functional / High	<p>Conduct fair processes in terms of taxes collection, issuance of clearance certificates, renewal of licenses, importation of goods and services etc., to the public.</p> <p>Conduct capacity building to TLS Members and the general public on emerging issues of taxation in Tanzania.</p>	<p>Advocates/members as collection agent of TRA, put in mechanism that will support TRA to professionally and diligently collect all payment of taxes, land rent, conveyances, and renewal of licenses etc.</p> <p>Effectively use TRA experts and practitioners from the Authority in capacity building sessions on taxation.</p>
C	Tax Appeal Board; Tax Appeal Tribunal	Tax Revenue adjudication body of the first instance and appeal bodies respectively on behalf of the United Republic of Tanzania	Functional/ High	Fairly and timely adjudication of tax disputes filed in the board and tribunal.	Fair representation and advise to appellants
8	Ministry of Minerals	Government Ministry responsible for facilitating development of mining sector by formulation, regulation and monitoring of enactment and	Strategic / High	Engage the Ministry and other actors within the ministry to effectively and continuously debates on policy, law, regulations and better practical reforms in the sector;	Create conducive environment for debates and continuous discussion on policy, law, regulations and practical reforms in the sector

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
		implementation of policies, laws, regulation and practices relating to minerals.		Raise awareness to the community; Support the needy through legal aid and capacity building on issues relating to land rights within the sector	
9. A	Ministry of Environment	Provide advice on all matters pertaining to environmental conservation and management.	Strategic / Medium	Enact, enforce and create conducive environment of practice on environmental issues so as to enhance sustainable development of environment	Support lawyers training(CLE) on environmental issues specifically on Environmental Impact Assessment(EIA)
B	National Environment Management council (NEMC)		Functional / Medium	Protection of the Environmental and sustainable use of the natural resources in Tanzania.	Promote environmental justice; Provide professional advice and counseling to the community
10	Ministry of Energy	Ministry of Energy is mandated to formulate and monitor the implementation of Policies on Energy, Oil and Gas. The Ministry is also responsible for Energy and Petroleum Resource Management; Value addition in Petroleum;	Strategic / High	Harmonization of oil and gas laws Oil, gas and mining revenues improve the lives of women, men and youth in Tanzania Inclusive and fair participation of the marginalized section of	TLS to raise capacity building to its members and members of the public on available opportunities set by the policy, law, regulations and practice; Fairly and professionally support the marginalized section of the society through legal

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
				the Society in all activities of oil, gas and mining revenues improve the lives of marginalized section such as women, men and youth in Tanzania	empowerment and legal assistance to access mineral opportunities
11. A	Ministry of Lands and Human Settlement	Administer land and human settlement; Provides various land related services to individuals and institutions in the country	Functional / High	Provides advice to government and the public on matters pertaining to land laws and human settlements development	Fair and timely compensation in accordance to international standards
B	Land registry; Registrar of documents and titles	Registration of documents and titles	Functional / High	Effectively and professionally register and provide information relating to various documents filed and status requests presented.	TLS advocates to professionally and integrity support clients to register and request documents.
C	Land and Housing Tribunal and Village land Tribunal	Adjudication of land disputes	Functional / High	Fairly, timely and promptly adjudicate land disputes filed in the tribunals; Timely deliver tribunal decisions to the parties.	TLS advocates to professionally and integrity represent clients in the tribunal.
12. A	President's Office – Regional		Strategic / High	Accord support to paralegals so that they	Offer professional support in the policy, law,

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
	Administration and Local Government (PO-RALG)			can effectively carry their functions; Engage TLS in policy, law, regulation and practice reforms at the community level	and regulation making for the betterment of service delivery at the community level
B	Ward Tribunal	Adjudicator and appeal body of all matters arising from Village Land Tribunal; landlord and tenants Enforcer of all decision made by the village land tribunal and by itself; Mediator of all matters relating to marriage and customary laws on the area of its jurisdiction;	Functional / High	Fairly and timely adjudicate and mediate all matters brought before it by members of the public so as to enable them to access justice	TLS members to empower the general public in all matters of legal practice relating to laws and regulations applicable at the Ward Tribunal
13	Judiciary	Adjudication of cases both civil and criminal law; petitions through constitutional cases.	Strategic / Functional / Support / High	To diligently assist the court in reaching fair and just decisions; Issue practicing certificates to practicing Members of TLS;	Advocates to diligently and professionally advise, prosecute and defend clients; Comply to court orders;

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
				<p>Admit new members into the bar;</p> <p>Enforce renewal of practicing license and support payment of membership fees</p> <p>Support the needy/indigent to access justice through legal aid provision services (pro-bono, dock brief, awareness creation);</p> <p>Deliver judgments/ruling and orders and issue copies of judgments</p> <p>Enforce ethical conduct of TLS Members;</p> <p>Create public awareness on the court practices and decisions;</p> <p>Defend the independence of the court.</p>	<p>Comply to conditions of practice;</p> <p>Timely renew practicing license;</p> <p>Take dock briefs and prosecute them properly</p> <p>Close collaboration on matters involving its members on adjudication of cases and administration of justice</p>

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
14	Parliament	Legislature; Monitor and advisor of government performance; debate and pass and scrutiny budget; and ratify international conventions.	Strategic / High	<p>Professionally conducting bill analysis and informing the public on the bill (<i>negative and positive trends</i>)</p> <p>Professional contribution in law making process; support MPs to create schedule of amendment matrix, position papers, follow up and monitoring questions;</p> <p>Track the levels of implementation of the comments to the Bill after enactment.</p>	Professional and ethical contribution to the Parliament and its committees on law making process.
B	Permanent Chief Parliamentary Draftsman	Chief Drafter and final publisher of Government Gazette, Bill, Subsidiary Legislations (Regulations)Orders, Government directives, budget etc	Strategic / High	Openness and transparency processes when drafting bill, Subsidiary Legislations (Regulations)Orders, Government directives, budget	Professional support to the drafting development of Bill, Subsidiary Legislations (Regulations)Orders, Government directives, budget speeches, presentation of draft
C	Government Printer	Publisher of Government Gazette, Bill, Subsidiary Legislations	Strategic / High	Promptly print and Gazette, Bill, Subsidiary Legislations (Regulations)Orders,	TLS to be proactive to disseminate all published bills, published enacted laws and subsidiary

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
		(Regulations)Orders, Government directives, budget speeches		Government directives, budget speeches Mail to TLS all Government Gazette,	legislations, and budget, directives and ministerial speeches.
D	Permanent Parliamentary Constitution and Legal Affairs Committee	Responsible for scrutiny and opinion making of Constitutional and legal affairs issues presented before passing of agenda and enactment of the law.	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law
E	Permanent Parliamentary Administration and Local Governments Affairs Committee	Responsible for scrutiny and opinion making Administration and Local Governments Before passing of an agenda and enactment of the law.	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law
F	Permanent Parliamentary Land, Natural Resources and Tourism Committee	Responsible for scrutiny and opinion making Land, Natural Resources and Tourism agenda before passing of an agenda	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
		and enactment of the law.		for passing of an agenda or enactment of the law	passing of an agenda or enactment of the law
G	Permanent Parliamentary Social Services and Community Development Committee	Responsible for scrutiny and opinion making of Social Services and Community Development before passing of an agenda and enactment of the law.	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law
H	Permanent Parliamentary Infrastructure Committee	Responsible for scrutiny and opinion making of Infrastructure before passing of an agenda enactment of the law	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law
I	Permanent Parliamentary Subsidiary Legislations Committee	Responsible for scrutiny and opinion making of Subsidiary Legislations issues before of an agenda and or enactment of the law	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
J	Permanent Parliamentary Energy and Minerals Committee	Responsible for scrutiny and opinion making Energy and Minerals issues before passing of an agenda or enactment of the law	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law
K	Permanent Parliamentary Industries, Trade and Environment Committee	Responsible for scrutiny and opinion making on matters of Industries, Trade and Environment before passing of an agenda and or enactment of the law.	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law
L	Permanent Parliamentary Foreign Affairs, Defense and Security Committee	Responsible for scrutiny and opinion making of Foreign Affairs, Defense and Security issues presented before passing or enactment of law.	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
M	Permanent Parliamentary HIV and AIDS Committee	Responsible for scrutiny and opinion making of HIV and AIDS issues presented before passing of an agenda and enactment of the law	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc, presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law
N	Permanent Parliamentary Budget Committee	Responsible for scrutiny and opinion making for National Budget on matters of income and expenditure budget allocation of funds and passing the budget.	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law
O	Permanent Parliamentary Public Accounts Committee	Responsible for scrutiny and opinion making on public accounts income and expenditure budget allocation of funds and passing the budget.	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
P	Permanent Parliamentary Local Authorities Accounts Committee	Responsible for scrutiny of Local Authorities income and expenditure budget before allocation of fund and passing of general budget	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law
Q	Permanent Parliamentary Public Investment Committee	Responsible for scrutiny of public investment issues presented bills, international convention, monitoring reports and budget before passing or enacted	Strategic / High	Receive and positively work TLS commentaries and recommendation before enactment of bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law	Make professional commentaries and recommendation to the bills, subsidiary legislations, international conventions, budgets etc., presented for passing of an agenda or enactment of the law
15	Civil Society Organizations (CSOs)	Non state actors that influences rule of law, good governance and administration of justice	Functional / Support / High	Support the Society in Bills analysis, dialogues, provision of brief, provision of legal position, production of joint press releases; Jointly conduct/implement international advocacy and intervention,	Provision of legal guidance on matters of policies, legal and regulations meaning, procedures, interpretation and impacts; Defend human rights defenders;

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
				<p>Support TLS to implement its activities such as legal service provision, joint CLE seminars to CSOs members;</p> <p>Jointly provide legal aid services, etc.</p>	<p>Support and guide CSOs on the legal processes compliance to the regulators;</p> <p>Support CSOs or undertake joint Public Interest Litigation (PIL);</p> <p>Study and review policies, laws, regulations and practices that seem to hamper CSOs operations</p> <p>Facilitate joint debate and dialogue with the state to reform hampering policies, laws, regulation and practices</p> <p>Support CSOs to develop their strategic communication on matters touching the law and administration of justice</p> <p>Conduct capacity building sessions or</p>

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
					<p>awareness campaigns of all policies, laws, and regulations touching the civil society sector and its impact;</p> <p>Capacity build CSOs on the laws and regulation touching extractives sector;</p> <p>Training on CSOs civic duties (subsidized) and so on;</p> <p>Support CSOs on professional provision of legal assistance; and in some cases of conflict mediate, arbitrate and when necessary court representation when CSOs are conflict with the law;</p>

Appendix 06: Stakeholder Analysis for Private Sector / Service Providers

The following is a Detailed Analysis of TLS Stakeholders and Partners as per different categories:

NO.	NAME OF STAKEHOLDER	CORE BUSINESS	TYPE/ PRIORITY	TLS's EXPECTATION FROM STAKEHOLDERS	STAKEHOLDERS ' EXPECTATIONS FROM TLS	AREAS OF COLLABORATION
1	Masumin Printways & Stationers Ltd.	Supply of stationeries and office suppliers	Strategic / Medium	<ul style="list-style-type: none"> • Prompt delivery of stationeries, supplies and services • Provision of quality stationeries, supplies and services at reasonable rates • Reliability 	<ul style="list-style-type: none"> • Prompt payment for goods and/or services rendered • Keeping communication channels clear • Provision of requisite information 	Supply of Stationary and Office Supplies
2	Furniture centre DSM Ltd	Provision of the best quality of furniture and best services.	Strategic / Medium	<ul style="list-style-type: none"> • Prompt delivery of office furniture and services • Provision of quality office furniture and services at reasonable rates • Reliability 	<ul style="list-style-type: none"> • Prompt payment for goods and/or services rendered • Keeping communication channels clear • Provision of requisite information 	Supply of office furniture and after sales services
3	DTP-Desktop Productions Ltd.	Providing printing, advertising, graphic displays, ID cards and other	Strategic / Medium	<ul style="list-style-type: none"> • Prompt delivery of goods or services • Provision of quality services 	<ul style="list-style-type: none"> • Prompt payment for goods and/or services rendered • Keeping communication channels clear 	Supply of printing services

NO.	NAME OF STAKEHOLDER	CORE BUSINESS	TYPE/ PRIORITY	TLS's EXPECTATION FROM STAKEHOLDERS	STAKEHOLDERS ' EXPECTATIONS FROM TLS	AREAS OF COLLABORATION
		marketing communication products.		<ul style="list-style-type: none"> at reasonable rates Reliability 	<ul style="list-style-type: none"> Provision of requisite information 	
4	Intercom System (T) Ltd	Supply of genuine and quality IT & Accessories products for lowest possible price and to provide excellent support after sales.	Strategic / Medium	<ul style="list-style-type: none"> Prompt delivery of goods and/or services Provision of quality services at reasonable rates Reliability 	<ul style="list-style-type: none"> Prompt payment for goods and/or services rendered Keeping communication channels clear Provision of requisite information 	Supply of computers, computer accessories and consumables
5	D Technology Ltd.	Provision of conference services.	Strategic / High	<ul style="list-style-type: none"> Timely purchase order. Timely and reliable supply of venue for general meetings and Continuing Legal Education (CLE) seminars at reasonable rates 	<ul style="list-style-type: none"> Prompt payment for services rendered Keeping communication channels clear 	Meetings venue service
6	Seashells Millennium Hotel 4*	Provision of accommodation and conference venues	Support / Medium	<ul style="list-style-type: none"> Timely purchase order. Timely and reliable supply of accommodation 	<ul style="list-style-type: none"> Prompt payment for services rendered Keeping communication channels clear 	Accommodation and conference venues
7	Lush Garden Hotel					

NO.	NAME OF STAKEHOLDER	CORE BUSINESS	TYPE/ PRIORITY	TLS's EXPECTATION FROM STAKEHOLDERS	STAKEHOLDERS ' EXPECTATIONS FROM TLS	AREAS OF COLLABORATION
				and conference venues.		
8	Toyota Tanzania Limited	Provide repair and maintenance services	Support / Low	<ul style="list-style-type: none"> • Timely purchase order. • Timely and reliable supply of Spare parts and Services 	<ul style="list-style-type: none"> • Prompt payment for services rendered • Keeping communication channels clear 	Motor vehicle spare parts and services
9	Vera International Travel and Tours Ltd	Providing of travel services worldwide, offer national, regional and global tours packages customized business as well as leisure travel by air, rail, road and sea	Strategic / Medium	<ul style="list-style-type: none"> • Timely purchase order. • Timely and reliable supply of Spare parts and Services 	<ul style="list-style-type: none"> • Prompt payment for services rendered • Keeping communication channels clear 	Travel agency

Appendix 07: Stakeholder Analysis for Civil Society Organizations and Non-Governmental Organizations

The following is a Detailed Analysis of TLS Stakeholders for Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs) as per different categories:

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
1.					
2.					
3					

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
4					
5					
6					

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
7					

Appendix 08: Stakeholder Analysis for Clients / Development Partners

The following is a Detailed Analysis of TLS Stakeholders and Development Partners as per different categories:

NO.	NAME OF THE STAKEHOLDERS	CORE BUSINESS/ FUNDING PRIORITIES/ THEMES	TYPE AND PRIORITY	EXPECTATIONS FROM STAKEHOLDERS	EXPECTATIONS FROM TLS	AREAS OF COLLABORATION
	Bilateral funding Institutions			-	-	
1	The Belgian Development Agency (https://www.enabel.be/)	Supports Rule of Law Projects that advance Gender Equality, Health care, Climate and Environment, Education, Governance, HIV&AIDS etc.			-	-
2	Global Affairs Canada (https://www.international.gc.ca/gac-amc/index.aspx?lang=eng)	Supports inclusive governance by investing in the rights of women, their participation in politics, their legal authority and their access to justice, as well as by helping create an enabling environment for civil society.		-	-	-
3	Ministry of Foreign Affairs of Denmark/ Danish Development Agency (DANIDA) (https://um.dk/en/danida-en/)	Priorities human rights and democracy through: <ul style="list-style-type: none"> Support democratic elections, parliaments, political parties, civil society and a free and critical media. Promote good governance and the 		-	-	-

		<p>establishment of democratic institutions, including setting-up and access to effective, independent judicial systems and complaint mechanisms, enhanced capacity and decentralization of public administration and the fight against corruption.</p> <ul style="list-style-type: none"> • Strengthen international cooperation for human rights, democracy and good governance. • Work to strengthen gender equality and ensure women's and girls' rights. • Strengthen the effort in the fight for closing tax loopholes, address illegal capital transfers and promote fair taxation of natural resources in the world's poorest countries. • Promote social dialogue and trade union rights as a tool for poverty reduction. 				
4	Ministry for Foreign Affairs of	Objectives of Finland's development policy:		-	-	-

	Finland (https://um.fi/guidelines-and-financial-support-related-to-development-cooperation)	<ul style="list-style-type: none"> • Promotion of gender equality • Reduction of inequality • Promotion of climate sustainability 				
5	German Federal Ministry for Economic Cooperation and Development (http://www.bmz.de/en/)	Priority areas include: Good governance • Health • Human rights • Migration • Peace building • Protecting the climate • Protecting the environment		-	-	-
6	GIZ: International Cooperation for Sustainable Development (https://www.giz.de/en/html/index.html)	<p>Priorities:</p> <ul style="list-style-type: none"> • Advocate respect for human rights, equal opportunities and integrity; • Support the rule of law and civic participation and are committed to ensuring fair negotiation processes, both within and outside the company; • Promote a market-oriented, ecological and social economic order and observe the principles of corporate responsibility in our work. 		-	-	-

7	Irish Aid (https://www.irishaid.ie/)	<p>Focus Areas</p> <ul style="list-style-type: none"> • reducing hunger and improving resilience; • inclusive and sustainable economic growth; • better governance, • human rights and accountability <p>Priority Areas: Gender Equality, Health, Governance and Human Rights, Water and Sanitation, Hunger, Environment and Climate Change, HIV and Aids, Education, Trade and Economic Growth</p>		-	-	-
8	Japan International Cooperation Agency (JICA) (https://www.jica.go.jp/tanzania/english/activities/index.html)	<p>JICA's vision is for inclusive and dynamic development. JICA aims to contribute to the promotion of international cooperation as well as the sound development of Japanese and global economy by supporting the socioeconomic development, recovery or economic stability of developing regions.</p> <p>"Inclusive development" represents an approach to development that encourages</p>		-	-	-

		<p>all people to recognize the development issues they themselves face, participate in addressing them, and enjoy the fruits of such endeavors.</p> <p>"Dynamic development" refers to the creation of self-reinforcing virtuous cycles of mid- to long-term economic growth and poverty reduction in a constantly changing environment of developing countries where a variety of issues arise simultaneously and get entangled each other. Among its objectives, JICA works towards improving governance and achieving human security</p> <p>In Tanzania JICA interventions in governance has particularly targeted the local government sector (e.g. capacity building in leadership and management skills)</p>				
9	Korea International Cooperation Agency (KOICA)(http://www.koicat.or.kr/)	<p>Goals:</p> <ul style="list-style-type: none"> Institutional and legal support to improve the quality of lives for citizens in developing countries 		-	-	-

		<ul style="list-style-type: none"> • Reinforcement of policy development and implementation competencies for sustainable growth of developing countries • Governance improvement to enhance development effectiveness <p>Focus Areas: Education, Health, Public Administration, Rural Development, Industry and Energy, Disaster Relief.</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Capacity Building for Policy Makers and Support on the Innovation Policymaking • Support on transition toward market economy • E-Government Implementation, Institutional Framework, Provision of E-Government Infrastructure; E-Government Acceleration Plan • Sustainable Reformation on Government 				
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		<p>Administrative Institutions</p> <ul style="list-style-type: none"> • Legal System and Public Security Modification for Social Stability • Capacity Building for Judicial and Legislative Institutions • Legal System Improvement • Social Stability Reinforcement 				
10	<p>The New Zealand Aid Programme (https://www.mfat.govt.nz/en/aid-and-development/)</p>	<p>Priorities: • Renewable Energy • Agriculture • Information and Communications Technology • Fisheries • Tourism • Trade and Labour Mobility • Economic Governance • Law and Justice • Health • Education • Resilience • Humanitarian Response</p>		-	-	-
11	<p>Norwegian Ministry of Foreign Affairs/ Norwegian Agency for Development Cooperation (NORAD)(https://norad.no/en/front/)</p>	<p>Thematic Areas</p> <ul style="list-style-type: none"> • Climate Change and Environment • Democracy and Good Governance 		-	-	-
12	<p>The Scottish Government for</p>	<p>Focus Areas:</p> <ul style="list-style-type: none"> • Constitutional Reforms 		-	-	-

	International Development	<ul style="list-style-type: none"> • Law, Order & Public Safety 				
13	Swedish International Development Cooperation Agency (SIDA) (https://www.sida.se/English/)	Focus Areas: <ul style="list-style-type: none"> • Democracy, human rights and freedom of expression • Gender equality • Environment and climate • Health 		-	-	-
14	United Kingdom Department for International Development (DfID) (https://www.gov.uk/government/organisations/department-for-international-development)	Priorities: <ul style="list-style-type: none"> • Strengthening global peace, security and governance • Strengthening resilience and response to crisis • Promoting global prosperity • Tackling extreme poverty and helping the world's most vulnerable • Delivering value for money 		-	-	-
15	United States Agency for International Development (USAID) (https://www.usaid.gov/)	Focus areas: <ul style="list-style-type: none"> • Promoting democracy, human rights and good governance around the world • Fostering private sector development and sustainable economic growth 		-	-	-

		<ul style="list-style-type: none"> • Helping communities adapt to a changing environment • Elevating the role of women and girls throughout all its work 				
	United Nations Agencies:	<p>The United Nations is an international organization founded in 1945 that is working on issues confronting humanity since its establishment and has become a mechanism for governments to find areas of agreement and solve problems together. UN works with a mission to maintain international peace and security.</p> <p>The UN system, is made up of the UN itself and many affiliated programmes, funds, and specialized agencies, all with their own membership, leadership, and budget.</p> <p>UN Focus Areas:</p> <ul style="list-style-type: none"> • Maintain International Peace and Security • Promote Sustainable Development • Protect Human Rights • Uphold International Law • Deliver Humanitarian Aid 		-	-	-

1.	United Nations Development Program (UNDP):	<p>UNDP Global mission is Eradicating Poverty and Reducing Discrimination and Exclusion</p> <p>UNDP Country programme document for United Republic of Tanzania (2016-2021) has in Pillar III thematic focus on <i>Inclusive democratic governance</i> that aims at:</p> <ul style="list-style-type: none"> - Support capacity development for the National Assembly of the United Republic of Tanzania and the Zanzibar House of Representatives and election management bodies. - Support the Government's efforts to combat corruption by building capacities in specific sectors, e.g., combating illicit capital flows. - Improve human rights reporting and access to justice and support legal 		-	-	-
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		<p>reform in order to benefit women, youth and people with disabilities.</p> <ul style="list-style-type: none"> - Engage civil society in targeting poor and marginalized people, women and youth to strengthen their voices and participation in democratic institutions and processes. - Scaling up information and communication technologies (increased use of mobile technology for MPs and citizen engagement) will provide innovative channels for citizens to make their voices heard for accountability, anti-corruption efforts, elections and parliaments. 				
	United Nations Children's Fund:	Global Mission: Supporting disadvantaged children UNICEF programmes focus on the most disadvantaged children, including those living in fragile contexts, those with disabilities, those who are		-	-	-

		<p>affected by rapid urbanization and those affected by environmental degradation.</p> <p>UNICEF believes that all children have a right to survive, thrive and fulfill their potential to the benefit of a better world.</p> <p>UNICEF is guided by the Convention on the Rights of the Child and strives to establish children's rights as enduring ethical principles and international standards of behavior towards children.</p> <p>UNICEF aims, through its country programmes, to promote the equal rights of women and girls and to support their full participation in the political, social, and economic development of their communities.</p> <p>UNICEF Priorities</p> <ul style="list-style-type: none"> • Child survival and development • Basic education and gender equality • HIV/AIDS and children • Child Protection 				
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		<ul style="list-style-type: none"> Policy advocacy and partnership 				
	The United Nations High Commissioner for Refugees (UNHCR)	<p>UNHCR global mission: Protecting Refugee's Lives Worldwide.</p> <p>UNHCR in Tanzania is implementing <i>Tanzania Country Refugee Response Plan</i> (The integrated response plan for refugees from Burundi and the Democratic Republic of the Congo) January 2019 — December 2020</p> <p>UNHCR's purpose is to safeguard the rights and well-being of refugees. It strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another State, with the option to return home voluntarily, integrate locally or to resettle in a third country.</p> <p>UNHCR seeks to reduce situations of forced displacement by encouraging states and other institutions to create conditions which are conducive to the protection of</p>		-	-	-

		<p>human rights and the peaceful resolution of disputes. In all of its activities, the refugee agency pays particular attention to the needs of children and seeks to promote the equal rights of women and girls.</p> <p>Focus Areas:</p> <ul style="list-style-type: none"> • The protection of millions of uprooted or stateless people. • Life-saving aid and help with shelter, health, water, education and more. • Minimize the environmental impact of refugee operations. • Increase UNHCR's ability to respond to complex emergency situations. • Voluntary repatriation, local integration, resettlement, the three key solutions. • Camps should be the exception and only a temporary measure in response to forced displacement. 				
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		<p>Priorities:</p> <ul style="list-style-type: none"> • Refugees • Returnees • Stateless People • Asylum-Seekers • Internally Displaced People 				
	United Nations Office on Drugs and Crime	<p>Focus Areas</p> <ul style="list-style-type: none"> • Organized crime and trafficking • Corruption • Crime prevention and criminal justice reform • Drug abuse prevention and health • Terrorism Prevention 		-	-	-
	United Nations Democracy Fund (UNDEF):	<p>The United Nations Democracy Fund (UNDEF) supports projects that strengthen the voice of civil society, promote human rights, and encourage the participation of all groups in democratic processes. The large majority of UNDEF funds go to local civil society organizations -- both in the transition and consolidation phases of democratization. UNDEF plays a novel and unique role in complementing the UN's other, more traditional work -- the work with</p>		-	-	-

		<p>Governments -- to strengthen democratic governance around the world.</p> <p>Grants Information:</p> <ul style="list-style-type: none"> UNDEF grants range from US\$100,000 to US\$300,000. Project proposals are subject to a highly rigorous and competitive selection process, as UNDEF receives an average of about 2,000-3,000 proposals a year and only some 50-60 are selected. <p>Focus Areas:</p> <ul style="list-style-type: none"> Community Activism Rule of Law and Human Rights Tools for Knowledge Women's Empowerment Youth Engagement Media and Freedom of Information Strengthening Civil Society Capacity for Interaction with Government 				
	UN Women:	UN Women is the United Nations entity dedicated to		-	-	-

		<p>gender equality and the empowerment of women. UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide.</p> <p>Strategic priorities:</p> <ul style="list-style-type: none"> • Women lead, participate in and benefit equally from governance systems • Women have income security, decent work and economic autonomy • All women and girls live a life free from all forms of violence • Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural 				
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		disasters and conflicts and humanitarian action				
				-	-	-
	Democracy, Good Governance, and Social Justice DPs:			-	-	-
	The Foundation for Democracy in Africa	Washington based Non- governmental, non-partisan institution committed to promoting participatory democracy, sustainable development and economic growth throughout Africa. It has interests in education and training in democracy and governance, elections and political processes		-	-	-
	Open Society Foundations: Open Society Initiative for Eastern Africa (OSIEA) Open Society Initiative for Southern Africa (OSISA)	The Open Society Foundations work to build vibrant and tolerant democracies whose governments are accountable to their citizens. The Open Society Foundations in Africa seek to combat negative perceptions about Africa by working with local actors to support democratic governance, criminal justice reform, natural resource regulation, independent media,		-	-	-

		<p>and public health reform, with a particular focus on HIV and AIDS.</p> <p>A government accountable to its citizens is one of the cornerstones of an open society—helping to ensure fairness, economic equality, and civic participation. The Open Society Foundations work with governments and businesses to advance transparency, rule of law, and good governance around the world.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Strengthen the rule of law; respect for human rights, minorities, and a diversity of opinions; democratically elected governments; and a civil society that helps keep government power in check. • Shape public policies that assure greater fairness in political, legal, and economic systems and safeguard fundamental rights. 				
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		<ul style="list-style-type: none"> • Implement initiatives to advance justice, education, public health, and independent media. • Build alliances across borders and continents on issues such as corruption and freedom of information. 				
	Africa Innovation Fund (AIF)	<p>AIF works with a purpose to increase the prosperity of Africans by catalyzing the innovation spirit in Africa.</p> <p>The Foundation seeks to establish co-operation platforms for institutions, investors and innovators, and to promote ideas to support them.</p> <p>Among its activities are in law and governance with the aim of promoting African governance and access to law and legal resources</p> <p>Among its Programs is the African Law Library: African Law Library (ALL) is a “one-stop-shop” free online portal and database for Africans from multi-disciplinary sectors,</p>		-	-	-

		including business, government and civil society. ALL aims to deepen the continent's integration agenda and renew commitment to a sustainable path of growth and development through free and innovative access to African law and governance.				
	African Union (AU):	<p>The African Union works with a vision of an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in global arena.</p> <p>Among its focus areas is in Human Rights, Democracy, Good Governance, Electoral Institutions, Civil Society Organizations, Humanitarian Affairs, Refugees, Returnees and Internally Displaced Persons</p>		-	-	-
	Mo Ibrahim Foundation:	It is an African foundation, established in 2006 with focus on the critical importance of governance and leadership in Africa. Among other areas the foundation works to cure political and human rights challenges through sound		-	-	-

		<p>leadership and governance on the African continent.</p> <p>Relevant Programs:</p> <ol style="list-style-type: none"> 1. Ibrahim Index of African Governance (IIAG): The IIAG is an annual statistical assessment of the quality of governance in every African country. 2. Ibrahim Forum: The Ibrahim Forum is an annual high-level discussion forum convened around one specific issue of critical importance to Africa that demands committed leadership and sound governance. Each year it takes place in a different African country. 				
	Westminster Foundation for Democracy	<p>The Westminster Foundation for Democracy's work in Africa is aimed at promoting good governance, human rights and development of good political cultures within Africa.</p> <p>Westminster Foundation for Democracy believes strong parliaments and political parties are fundamental ingredients in</p>		-	-	-

		tackling all these challenges. Doing so can help ensure all parts of society benefit, strengthening social cohesion and reinforce positive trends like acceptance of election outcomes and the participation in politics of marginalised groups like women and young people.				
	The National Endowment for Democracy	<p>The National Endowment for Democracy (NED) is a private, nonprofit foundation dedicated to the growth and strengthening of democratic institutions around the world. Each year, NED makes more than 1,000 grants to support the projects of non-governmental groups abroad who are working for democratic goals in more than 90 countries.</p> <p>Funding Focus:</p> <ul style="list-style-type: none"> • Promote and defend human rights and the rule of law • Support freedom of information and independent media • Strengthen democratic ideas and values 		-	-	-

		<ul style="list-style-type: none"> Promote accountability and transparency Strengthen civil society organizations Strengthen democratic political processes and institutions Promote civic education Support democratic conflict resolution Promote freedom of association Strengthen a broad-based market economy <p>Proposal Submission Deadlines: September, January, April, and June.</p>				
	International Institute for Democracy and Electoral Assistance (International IDEA)	<p>IDEA's objectives are to support stronger democratic institutions and processes, and sustainable, effective and legitimate democracy.</p> <p>Objectives</p> <ul style="list-style-type: none"> Increased capacity, legitimacy and credibility of democracy More inclusive participation and accountable representation 		-	-	-

		<ul style="list-style-type: none"> • More effective and legitimate democracy cooperation <p>Focus Areas: Electoral processes, constitution building, political participation and representation, and democracy and development.</p> <p>Priorities</p> <ul style="list-style-type: none"> • Advance global, regional and national debates on democracy, • Facilitate and substantiate dialogue among global, regional, national and local actors to support democratic change, and • Partner with stakeholders working for democratic reform at the country level. 				
	Ford Foundation	Ford Foundation believes in the inherent dignity of all people. But around the world, too many people are excluded from the political, economic, and social institutions that shape their lives.		-	-	-

		<p>In addressing this reality, they are guided by a vision of social justice—a world in which all individuals, communities, and peoples work toward the protection and full expression of their human rights; are active participants in the decisions that affect them; share equitably in the knowledge, wealth, and resources of society; and are free to achieve their full potential. Across eight decades, the mission has been to reduce poverty and injustice, strengthen democratic values, promote international cooperation, and advance human achievement.</p> <p>Approaches The Ford Foundation believes that social movements are built upon individual leadership, strong institutions, and innovative, often high-risk ideas. While the specifics of what they work on have evolved over the years, investments in these three areas have remained the touchstones of everything they do and are central to theory of</p>				
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		<p>how change happens in the world.</p> <p>These approaches have long distinguished the Ford Foundation, and they have had a profound cumulative impact by:</p> <ul style="list-style-type: none"> • Investing in individuals • Building institutions • Supporting new ideas <p>Values and Culture</p> <ul style="list-style-type: none"> • The Ford Foundation works with a sense of urgency but recognize that meaningful change requires sustained investment over time in those living and working closest to the problems. For this reason, they focus on strengthening civil society at every level through supporting participation by people of diverse backgrounds and life experiences. • The Foundation also closely collaborates with governments, the private sector, academia, and the creative community. 				
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		<ul style="list-style-type: none"> The Ford Foundation culture is driven by trust, constructive debate, and leadership that empower innovation and excellence. They strive to listen and learn and to model openness and transparency. They are accountable to each other at the foundation, to charter, to sector, to the organizations they support, and to society at large—as well as to the laws that govern nonprofit status. 				
				-	-	-
				-	-	-
				-	-	-
				-	-	-
	International NGOs	Knowledge generation, evidence based policy advocacy, awareness creation campaigns, carry out research, create CSO advocacy networks		TLS will make use of the knowledge created through INGOs, collaborate with them, and inform its rule of law programming, awareness	<ul style="list-style-type: none"> INGOs will generate knowledge on rule of law policy issues INGOs will 	<ul style="list-style-type: none"> Joint advocacy campaigns on rule of law

				creation, and carry out joint law reform and policy advocacy with INGOs	collaborat e with TLS	
					-	-
					-	-
	RCA				-	-
	Freedom House				-	-
	PACT				-	-
	CHRI				-	-
					-	-

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Appendix 09: Stakeholder Analysis for Media / Publicity Partners

The following is a Detailed Analysis of TLS Stakeholders and Media Partners as per different categories:

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
1.	Radio Stations Clouds FM Radio One Stereo				
2.	Community Radio Stations Kasibante Radio Station	Local content Local language			
3.	Television Stations Clouds TV ITV TBC				

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
4.	Print Media Majira Mwananchi Nipashe				
5.	Print Media Daily News The Citizen				
6.	Digital Media Mwananchi Digital Daily News Digital				

NO	NAME OF THE STAKEHOLDERS	CORE BUSINESS	TYPE AND PRIORITY	TLS' EXPECTATIONS FROM STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS FROM TLS
7.	Social Media Facebook Instagram Twitter WhatsApp				
8.	Blogs Ayo Jamii Forum Michuzi				

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