

**THE UNITED REPUBLIC OF TANZANIA
LAW REFORM COMMISSION OF TANZANIA**



**MEDIUM TERM STRATEGIC PLAN
2022/2023-2026/2027**

JANUARY 2022

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LIST OF ABBREVIATIONS

CIA	Chief Internal Auditor
DG	Director General
DHRA	Director of Human Resources and Administration
E-Office	Electronic Office
FYDP	Five Year Development Plan
HRM	Human Resource Management
ICT	Information and Communication Technology
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
MTEF	Medium Term Expenditure Framework
MDAs	Ministries, Departments and Agencies
M&E	Monitoring & Evaluation
PO-PSMGG	President's Office - Public Service Management and Good Governance
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TANePS	Tanzania National Electronic Procurement System
GEPG	Government Electronic Payment System
CBMS	Central Budget Management System

STATEMENT FROM THE CHAIRMAN

The Strategic Plan for the period of 2022/2023 – 2026/2027 (the Plan) reflect the direction and priorities that guides activities of the Law Reform Commission of Tanzania (LRCT) for the next five Years. The existing Strategic Plan 2018/19 – 2022/2023 is revised to align with the current policies, strategies, plans and structural changes such as the National Vision 2025, the Third Phase National Development Plan 2021/22 – 2025/26, the Sustainable Development Goals 2030, the African Vision 2063 and the CCM Election Manifesto 2020-2025.

In developing the Plan, the Vision and Mission Statements of the LRCT have been revisited in order to accommodate the occurred changes during the implementation of the previous Strategic Plan. The Vision aspires to make LRCT “**A facilitative legal system**” attained with the Mission, “**To Reform and develop the laws of the United Republic of Tanzania through review, research and legal awareness, for sustainable socio-economic development.**”

The Plan will ensure that LRCT achieve its plans, intended objectives and National Vision Objectives for the welfare of the Tanzanian citizens. I therefore urge the Management to make close monitoring and control of LRCT’s resources to achieve the agreed objectives.

I wish the Management and Staff of the LRCT success in the implementation of the Plan.



January Henry Msoffe, J.A (Rtd)

CHAIRMAN

LAW REFORM COMMISSION OF TANZANIA

STATEMENT FROM THE COMMISSION SECRETARY

The Strategic Plan for 2022/23 - 2025/27 (the Plan) is the third Plan since the establishment of the Law Reform Commission of Tanzania in 1983 (LRCT). The Plan provides direction that the LRCT intends to accomplish towards the achievement of the overall goal of having a facilitative legal system for sustainable Socio-economic development.

In developing the Plan, the previous Strategic Plan of 2018/2019 – 2020/2021, the National Vision 2025, the Third Phase National Development Plan 2020/21 – 2025/26, Sustainable Development Goals 2030, African Vision 2063 and the CCM Election Manifesto 2020-2025 have been considered to accommodate changes that have occurred.

The Plan has been developed in a participatory approach by involving the LRCT management and staff, President's Office, Public Service Management and Good Governance (PO-PSMGG) and other stakeholders.


During the implementation of the previous Strategic Plan of 2018/19 – 2020/21, the LRCT has made achievements in various areas such as submission of seven Reports on review of legal framework on various branches of law to the Minister for Constitution and Legal Affairs.

In spite of the achievements noted during the implementations of the previous Strategic Plan, the Commission faced a number of challenges, including inadequate number of staff; insufficient funds to finance research activities; and high cost of maintenance of motor vehicles.

The current Plan has developed four strategic objectives namely; to reduce HIV/AIDS infection and improve supportive services, enhance implementation of National Anti-Corruption Strategy, institutional capacity to deliver services and reform and develop of laws. These objectives aim at improving systems, procedures, reform and development of laws.

It's my opinion that the management and employees of the LRCT will accord a total commitment and cooperation with the key stakeholders for the effective execution of the Plan.

I wish to thank the Commissioners, Management, Staff and other Stakeholders for their dedication throughout the process of developing the Plan.



Casmir S. Kyuki.

EXECUTIVE SECRETARY

EXECUTIVE SUMMARY

The Law Reform Medium Term Strategic Plan (the Plan) for five year articulates the interventions, results to be achieved and how performance will be measured. The Plan takes into account efforts by the Tanzania's Six Phase Government to transform the country into a middle-income economy and industrialised country. This will be implemented by performing its mandated function of reform and development of law in support of the industrialization agenda; realization of the Tanzania National Development Vision 2025, Ruling Party Manifesto 2020-2025, Sustainable Development Goals SDG 2030 and the President's Speech during inauguration of the 12th Parliament on November 2020.

A participatory approach was used in developing the Plan as to the effect that a technical committee composed of members of Management and Staff from all Units of the Commission and Staff from the President's Office, Public Service Management and Good Governance (PO-PSMGG). The Plan intends to allocate resources based on priorities which will contribute to the achievement of stated objectives through indicated targets.

The Plan follows Government Guidelines for Developing Medium Term Strategic Plan which requires the Plan to have four chapters. Chapter One is the introductory part which consist of the background, mandates and functions, approach, objectives and layout. Chapter Two describes the overall situation analysis which is the thrust for reform and formulation of the Plan. It presents the old vision and mission, core values, performance review, stakeholder's analysis, SWOC analysis and critical issues. It also provides reasons for the review of the Vision and Mission. Chapter Three presents the Plan by outlining the new vision, mission, core values, objectives, strategies, targets and indicators. Chapter Four highlights result frameworks which depict how the Plan will be implemented. It provides for overview on governance, institutional framework, overall implementation arrangements and how performance of the Plan will be monitored.

1.0 INTRODUCTION

The Chapter describes for historical Background, mandates, functions of the LRCT; purpose of the plan, approach adopted layout and structure of the document.

1.1 Historical Background

Following the findings of the Report of Judicial System Review Commission of 1977 which, among others, highlighted issues of delays that occurs in administration of justice, backlog of cases, existing number of the laws and difficult conditions which the police and courts faces in executing their duties in the administration of justice the Commission recommended for a need of keeping all laws constantly attuned to the changing conditions in the economic, cultural and political fields under the fact that laws fall into desuetude and state of decay.

The report further stated no law which is not constantly nourished with the new ideas can be an effective instrument for revolutionary change in any society. For this reason the Commission recommended for the establishment of the Permanent Law Reform Commission for constant monitor over the administration and operation of the law for purposes of maintaining its relevance with respect to changing times and conditions and to report for remedial measures. It is from this recommendation the Government enacted the Law Reform Commission of Tanzania Act, Cap 171 which establishes the Law Reform Commission of Tanzania and became operational on 21st October, 1983.¹

1.2 The Mandate of the Law Reform Commission of Tanzania

The LRCT has mandate to take and keep under review all the laws of the United Republic with a view to their systematic development and reform.

1.3 Roles and Functions

The functions of the Commission are provided under section 4 of the Law Reform Commission Act Cap. 171 as follows:

- (a) To review any law or branch of law and propose measures necessary for:
 - i. Bringing that law or branch of the law into accord with current circumstances of Tanzania;
 - ii. Eliminating anomalies or other defects in the law, repealing obsolete or

¹ Section.....of the Law Reform Commission Act, Cap 171.

- unnecessary laws and reducing the number of separate enactments; and
- iii. Proper codification and simplification of that law or branch of law;
 - (b) To consider and advise on proposals for the adoption of new or more effective methods for the administration of the law and the dispensation of justice;
 - (c) From time to time, to prepare and submit to the Attorney-General programme for the examination of different branches of law with a view to reforming those laws, including recommendations as to the agency, whether the Commission or another body, by which any such examination should be carried out;
 - (d) At the request of Attorney-General, to prepare comprehensive programme for the consolidation and revision of laws, and undertake the preparation of any draft Bills pursuant to any such programme approved by the Attorney-General;
 - (e) At the instance of the minister responsible for legal affairs or the Attorney-General, to provide advice and assistance to any Ministry or Department or any public authority or institution by undertaking the examination of any particular branch of the law and making recommendations for reform so as to bring it into accord with current circumstances;
 - (f) Upon request, to comment and give advice to the Inter-Ministerial Technical Committee on the proposal to enact a law with a view to ensuring systematic development of the law in the country;
 - (g) To assess the implementation of written laws;
 - (h) To establish and maintain a system of collaboration, consultation and cooperation with any person or body of persons within or outside the United Republic;
 - (i) To establish a system for obtaining any information relating to the legal systems of other countries which appears to the Commission likely to facilitate the performance of any of its functions;
 - (j) To publish or facilitate the publication of materials relating to law reform of other countries in Tanzania; and
 - (k) To convene, facilitate or promote the convention of seminars, workshops, public lectures and other meetings of public for the purposes of discussion on or dissemination of information or matters relating to law reform in Tanzania.

1.4 Purpose of the Plan

The main purpose of the Plan is to provide guidance to the LRCT for exercising its mandate stipulated in the establishing law. The Plan intends to provide a road map through which the Commission will achieve its vision. It informs stakeholders objectives which the Commission plans to achieve in the next five years by providing a basis for

responsibility, accountability and measuring of performance. The Plan also guides the staff and external stakeholders on annual planning and setting of priorities and budgeting based on the mandate and organizational structure.

1.5 Approach

The Plan is developed by virtue of the Medium-Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania of 2007, guidance from the President's Office – Public Services Management and Good Governance and views of the LRCT Management, Workers Council, staff and key stakeholders such as the Ministry of Constitution and Legal Affairs, Ministry of Finance and Planning.

The Plan is also developed subject to the Tanzania Development Vision 2025, the Five Year Development Plan III (FYDP III), cross cutting policies; laws relating to HIV/AIDS; corruptions and finance; the National Anti- Corruption Strategy in Tanzania (NACSAP); the Public Service Employment Management Policy (PSEMP); the CCM General Election Manifesto 2020; the Agenda 2063 – the Africa we Want; and the Agenda 2030 for Sustainable Development.

Furthermore, the Plan has also made a situational analysis which comprises of a performance, SWOC and PESTEL analysis for purposes of identifying various critical issues. These critical issues have facilitated for developing of the objectives and targets to be achieved by LRCT within five years commencing from 2022/23-2026/27.

1.6 Layout of the Strategic Plan

The framework of the Plan is in four chapters. Chapter one provides for the historical background, mandate, roles and functions of the LRCT, approach, objective and layout of the Plan. Chapter two consist of current vision and mission, core values, situational analysis, performance review and critical issues. Chapter three comprises of new vision and mission, core values, objectives and targets. Chapter four analyses the result framework on monitoring plan, planned milestones reviews, evaluation plan and reporting plan.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

The Chapter covers analysis of current vision and mission, review of relevant national Planning frameworks, sector and cross cutting policies, stakeholder's analysis, SWOC analysis, recent initiatives and critical issues.

2.1 ANALYSIS OF CURRENT VISION, MISSION AND CORE VALUES

2.1.1 Current Vision

“Entrusted Institution on legal reforms in promoting rule of law for societal well-being “

Analysis of this Vision depicts the following:

Strengths

Direction: The Vision statement gives the direction which the LRCT intends to take. The Vision is relevant to LRCT employees as it guides their daily actions and decisions. It also describes what the LRCT expects to achieve.

Clarity: The Vision statement is clear hence understood by the employees and its stakeholders are able to visualise what is happening in the LRCT.

Future focused: It describes ongoing actions which the LRCT will engage.

Matches organisation's success measure: It describes impacts of its actions and who will be beneficiaries.

Weaknesses

- i. *The phrase “Entrusted Institution” does not reflect wider perspective outcome but rather institutional outcome*

Proposed

“A facilitative legal system”

2.1.2 Current Mission

“To reform and develop the laws of the United Republic of Tanzania in accordance with the values enshrined in the constitution through law review, research and legal awareness for sustainable socio - economic development”

The analysis shows that the mission depicts the following:

Its Strengths

Justifying: it defines reason for its existence and describes purpose of the LRCT which is to reform and develop all laws of the United Republic of Tanzania as it distinguishes itself from Law Review Commission of Zanzibar which its mandate of review is limited to the laws of Zanzibar.

Specific: it reflects specific nature of the functions performed by the LRCT by showing what does the LRCT provide.

Weakness

In the current mission there are unnecessary words, “*in accordance with the values enshrined in the constitution*” because its known that the LRCT has to abide to the provisions of the constitution when undertakes its functions.

Proposed

To reform and develop the laws of the United Republic of Tanzania through review, research and legal awareness, for sustainable socio-economic development”

2.2 REVIEW OF RELEVANT INFORMATION

2.2.1 The Tanzania Development Vision 2025

The Tanzania Development Vision 2025 (Vision 2025) is an articulation of desirable future condition or situation which a nation envisages to accomplish and credible course of action to be taken for its achievement. The main objectives of the Vision 2025 are achieving quality and good life for all; good governance and rule of law; building a strong and resilient economy that can effectively withstand global competition. Important issues stipulated under the Vision 2025 are education, health, environment and involvement of the people working for their own development. The implementation of the Vision 2025 involves the undertaking reviews of existing laws and structures of various institutions in order to ensure that they meet the requirements of implementing plans.

The LRCT has reviewed several branches of law to achieve the above objective of good governance and rule of law: These include: Review of the Legal Framework Governing Land Dispute Settlement System; Review of the Legal Framework Governing Civil Justice; Review of the Court of Appeal Rules; Review of the Sexual Offences Act; Review of the Legal Framework Governing Administration of Criminal Justice; Review of

the Legal Framework Governing Legal Representation, Review of the Legal Framework Governing Court Assessors and Review of the Evidence Act, Cap 6.

For the next five years the LRCT plans to conduct assessment of the implementation of 200 laws and review of 20 laws.

National Five-Year Development Plan 2021/22- 2025/26

The main objective of the National Five-Year Development Plan III (FYDP III) is to contribute to the achievement of the National Development Vision 2025 goals. FYDP III aims to implement strategic plans, agreements, regional and international strategic plans including the implementation of Sustainable Development Goals to fast-track economic growth and social development. Specific objectives of the FYDP III are; to build on achievements realized towards attainment of Tanzania Development Vision 2025 to make Tanzania a semi industrialized middle income country by 2025, strengthen capacity building in the areas of science, technology and innovation, strengthen industrial economy, facilitate increased business start-up and private sector involvement and to promote export services such as tourism and entertainment.

To uphold the objective of the National Five-Year Development Plan III (FYDP III) for its contribution for the achievement of the National Development Vision 2025 goals, the LRCT plans to review and assess various branches of the law and create public legal awareness for purposes of having in place sustainable development for economic growth and social development. Additionally, the LRCT will participate in regional and international legal forums for harmonization and approximation of domestic laws in line with the treaties, protocols and agreements to which Tanzania is a state party.

2.2.2 The Ruling Party Manifesto

CCM General Election Manifesto 2020-2025 contains a set of directives that CCM stands for and intends to implement in governing the country. It includes strengthening the rule of law, mitigating the effects of environmental degradation and climate change, promoting economy through tourism, livestock and fisheries industries.

In implementing the directives provided in the CCM General Election Manifesto 2020-2025 such as strengthening the rule of law and promoting economy through tourism, livestock, fisheries and environmental degradation, the LRCT for the next five years plans to conduct assessment of the implementation of 200 laws and review of 20 laws.

Currently, the LRCT has commenced assessment of legal framework governing alternative sentencing, tourism, livestock, fisheries, environment and investment.

2.2.3 The National HIV/AIDS Policy 2001

HIV/AIDS is a national and indeed a global disaster. It is a major crisis that affects all sectors. In 2001, the Government formulated a Policy on HIV/AIDS which provides a framework for leadership and coordination of the National multi - sectoral response to the HIV/AIDS pandemic. The policy emphasizes on formulation of appropriate interventions, which are effective in preventing transmission of HIV/AIDS and other sexually transmitted infections. The Policy also emphasize on protection and supporting people living with HIV/AIDS, and mitigating the social and economic impacts of HIV/AIDS. On the other hand, Non-Communicable Diseases (NCDs) have emerged to be of concern in the public sector as it has impacted a number of employees hence affect their performance.

The LRCT is implementing the Policy through sensitization programmes and voluntary testing to address HIV/AIDS and Non-Communicable Diseases to ensure the Institution has a healthy workforce. It also provides supportive services to staff living with HIV/AIDS and NCDs. However, LRCT aims at developing HIV/ AIDS and NCDs Program to be used as a tool for implementing HIV/AIDS and NCDs activities at work place.

2.2.5 The Agenda 2063: The Africa We Want, 2013

The Agenda 2063 is a plan for Africa's transformation which was agreed upon by the African Union Golden Jubilee May, 2013. It incorporates a pledge to make progress in eight priority areas which are African identity and renaissance, continue struggle against colonialism and the right to determination, integration agenda, agenda for social and economic development, peace and security agenda, democratic governance, developing Africa's destiny and Africa's place in the world.

Following the mentioned priority areas, a common set of aspiration has emerged. It includes prosperous Africa based on inclusive growth and sustainable development, an integrated continent politically united based on ideals/ideas of Pan Africanism, an African of good governance, respect for human rights, justice and the rule of law, peaceful and

secure Africa, an African with strong culturally identity values and ethics, an African whose development is people driven especially relying on the potential offered by its women and youth, Africa as a strong resilient and influential global player and partner. Some of the opportunities which have been identified under the aspiration of prosperous Africa based on inclusive growth and sustainable development are blue economy, agriculture, natural resources and environmental protection.

To strengthen policies provided in the Agenda 2063 especially on good governance, respect for human rights, justice, rule of law, peaceful and secure Africa. The LRCT intends to conduct assessment of the implementation of 200 laws and review of 20 laws.

Public Procurement Act, Cap. 410

The main objective of the Public Procurement Act is to regulate public procurement. In realizing this objective, the Act establishes the Public Procurement Policy Division under the Ministry responsible for finance and Procurement Management Unit at the institutional level. The Act requires procurement entities to achieve the highest standards of equity in executing their duties. In fulfilling this, procurement entities are required to take into account the stated public procurement principles which are; equality of opportunities to all tenderer; fairness treatment to all parties and the need to obtain value for money in terms of price, quality and delivery having regard to set specifications and criteria.

The LRCT complies to the procurement principles and procedures. In the aspect of the institutional arrangement the LRCT has established a Tender Board which is responsible for procuring goods, services and works. It also forms Evaluation Committee, Receiving and Inspection Committee and Negotiation Committee with their respective functions subject to the law. The LRCT also appoints Contract Manager to ensure compliance of terms and conditions agreed in the contract. The LRCT will continue to adhere to the stated procurement principles in order to obtain value for money which is one of the key principles of procurement.

The 2030 Agenda for Sustainable Development, 2015

The 2030 Agenda for Sustainable Development was adopted by United Nations in 2015. It provides a shared blueprint for peace and prosperity for all people. It has 17 Sustainable Development Goals (SDGs) which appeal for urgent action by all countries

in a universal partnership. These include; no poverty, zero hunger, good health and well-being, quality education, gender equality, clean water and sanitation, affordable and clean energy, decent work and economic growth, industry, innovation and infrastructure, reduced inequalities, sustainable cities and communities, responsible consumption and production, climate action, life below water, life on land, peace, justice and strong institutions and partnership for goals.

In line with promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels, the LRCT plan to assess the implementation of 200 laws and review of 20 laws and currently, the LRCT has commenced assessment of legal framework governing alternative sentencing, tourism, livestock, fisheries, environment and investment and review of the legal framework governing registration of societies.

2.3 PERFORMANCE REVIEW

This Part reviews the obtained achievements and encountered constraints towards implementing the objectives outlined in Strategic Plan of 2018/2019-2020/2021. It also provides for the way forward on the implementation of the current LRCT Strategic Plan.

Objectives

Objective A: HIV/AIDS infections and Non-Communicable Diseases reduced and supportive services improved;

Objective B: Corruption Reduced, Good Governance and Accountability Strengthened

Objective C: Reform and Development of Laws Improved

Objective D: Public Legal Awareness Strengthened

Objective E: Institutional Capacity to Support Service Delivery Improved

2.4.1 OBJECTIVE A: Objective A: HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive services Improved

Achievements

- (a) 80% of staff tested for HIV/AIDS and Non-Communicable diseases due to the increased awareness to the member staff on HIV/AIDS and Non-Communicable diseases;

- (b) 100% of care and support services were provided to identified staff living with non-communicable diseases.

Constraints

- (a) Reluctance of members of staff to disclose their health status; and
- (b) Absence of clear and comprehensive HIV/AIDS and NCD program.

2.4.2 OBJECTIVE B: Corruption Reduced, Good Governance and Accountability Strengthened

Achievements

- (a) Increased customer care, transparency, accountability and fairness in service delivery due to conducted seminars on prevention and combating of corruption to 40 members of staff;
- (b) Increased transparency in procurement of service and goods through the use of TANEPS, MUSE and other issued Government ICT systems; and
- (c) Increased transparency to 67 LRCT members of staff due to various anti-corruption interventions

Constraints

- (a) Inadequate budget to conduct sensitization programs to members of staff;
- (b) Client service Charter not operationalized; and
- (c) Integrity Committee not operationalized.

2.4.3 OBJECTIVE C: Review, Reform and Development of Laws Improved

Achievements

- (a) Seven projects on the review of legal framework on various branches of law were conducted and the reports thereof were prepared and submitted to the Minister for Constitution and Legal Affairs and recommendations to some of these Reports have been implemented by the Government.

These reports are:

- i. Report on the Review of Legal Frameworks Governing Insolvency in Tanzania;
- ii. Report on the Review of Legal Frameworks Governing Ngorongoro Conservation Area;
- iii. Report on the Review of Legal Frameworks Governing Court

- Assessors in Tanzania;
- iv. Report on the Review of Legal Frameworks Governing Legal Representation in Tanzania;
 - v. Report on the Review of Legal Frameworks Governing Land Disputes Settlement in Tanzania;
 - vi. Report on the Review of Legal Frameworks Governing Labour Disputes Settlement in Tanzania; and
 - vii. Report on the Legal Framework Governing Marketing for Agricultural Produce in Tanzania.

- (b) Provision of legal opinions on various areas of laws to 20 MDA's.
- (c) 150 out of 250 legal principles from selected decision of Court of Appeal judgments were extracted;
- (d) Amendment of the Law Reform Commission Act via the Written Laws (Miscellaneous Amendments) No.2 of 2018 which mandated the LRCT with the responsibility of assessing the implementation of laws and advice the IMTC on matters relating to reform and development of laws.

Constraints

- (a) Inadequate number of lawyers;
- (b) Inadequate sectoral coordination of law reform processes; and
- (c) Inadequate knowledge on policy analysis and legislative drafting.

2.4.4 OBJECTIVE D: Public Legal Awareness Strengthened

Achievements

- a) 210 consultative meetings on public awareness were conducted thus increased awareness and participation of key stakeholders in LRCT law reform processes;
- b) 2000 flyers on the area of **disability, child.....** were published and disseminated; and
- c) LRCT participation in 9 national exhibitions such as law day, public service week and Saba saba exhibition for the purposes of raising public legal awareness.

Constraints

- a) Outbreak of the Covid-19 pandemic in 2020 has hindered conducting of seminars, consultative meetings on public awareness and cancellation of regional and international meetings to which LRCT is a key stakeholder.
- b) Inadequate number of lawyers;

2.4.5 OBJECTIVE E: Institutional Capacity to Support Services Delivery Improved

Achievements

- (a) Increased budget ceiling from Shillings 979,009,000 to 2,424,009,000;
- (b) Obtained Unqualified Audit Report due to strengthened internal control systems;
- (c) Submission of 8 reports on the review of various laws to the Minister for Constitution and Legal Affairs as result of increased staff performance and productivity;
- (d) Improved human resource (Training program prepared and implemented; Succession Plan prepared implemented);
- (e) Delivery of quality service as a result of staff capacity building and improved working environment; and
- (f) Increased transparency in procuring of goods and services as the results of usage of issued Government ICT systems such as TANePs.

Constraints

- (a) Inadequate human resource;
- (b) Absence of Risk Management Framework has brought some difficulties in implementing the Risk Register;
- (c) Absence of service delivery survey; and
- (d) Unsound ICT systems.....

2.4 STAKEHOLDERS' ANALYSIS

During the development of the Plan, stakeholder's analysis was undertaken whereby 8 stakeholders were identified. These are MDAs, Suppliers of Goods and Service providers, LRCT employees, General Public, Non-State Actors (NGO's, CBO's) Higher

Table 1: LRCT Stakeholders' Analysis

No.	Stakeholder	Service Offered	Expectations
1.	MDAs	<ul style="list-style-type: none"> i. Provision of report on the review of laws; ii. Provision of report on the assessment of laws; iii. Provision of technical cooperation; iv. Provision of technical expertise; v. Provision of progress reports on implementation on the LRCT planned activities; vi. Provision of annual financial statement; vii. Provision of annual procurement plan; viii. Provision of staff development Report; ix. Provision of internal audit report; and x. Provision of law reform programmes. 	<ul style="list-style-type: none"> i. Timely delivery of reports; and ii. Competent personnel for technical expertise.
2.	Suppliers of Goods and Service providers	<ul style="list-style-type: none"> i. Provision of general procurement notice; and ii. Payment of supplied goods and services. 	<ul style="list-style-type: none"> i. Timely signing of contracts; ii. Timely payment of offered service; and iii. Timely feedback of supplied goods and

No.	Stakeholder	Service Offered	Expectations
			services.
3.	LRCT employees	<ul style="list-style-type: none"> i. Provision of statutory entitlement, employee's benefits, employee guidelines and procedures; ii. Provision of institutional general Information; iii. Employee career development; and iv. Good working environment. 	<ul style="list-style-type: none"> i. Timely statutory payments; ii. Conducive working environment ; iii. Timely feedback on decision making; iv. Good governance; and v. Proper training and career development.
4.	General Public	<ul style="list-style-type: none"> i. Provision of public legal awareness; and ii. Provision of legal information. 	<ul style="list-style-type: none"> i. Accessibility of legal information; ii. Timely and accurate legal information; and iii. Timely feedback on reviewed laws.
5.	Non-State Actors (NGO's, CBO's)	<ul style="list-style-type: none"> i. Provision of legal information; and ii. Provision of law reform reports. 	<ul style="list-style-type: none"> i. Reliable legal information; and ii. Involvement in legal reforms.
6.	Higher learning Institutions	<ul style="list-style-type: none"> i. Provision of law reform reports; ii. Provision of legal internship programs; iii. Provision of published law reformer journals and newsletters; and iv. Provision of expertise. 	<ul style="list-style-type: none"> i. Proper guidance to legal Interns; and ii. Timely and accurate legal information.
7.	Regional and International Law Reform Agencies	<ul style="list-style-type: none"> i. Provision of law reform reports; ii. Provision of general Information related to the LRCT; iii. Provision of technical 	<ul style="list-style-type: none"> i. Accessible law reform reports and laws; and ii. Timely dissemination of law reform Information.

No.	Stakeholder	Service Offered	Expectations
		cooperation; and iv. Knowledge sharing for benchmarking	
8.	Development Partners	i. Provision of progress reports on supported area ; and ii. Provision of project proposal.	i. Timely and accurate report; and ii. Relevant areas for review.
9.	EAC Secretariat	Provision of technical expertise	Accurate legal information

STRENGTH, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC) ANALYSIS

During the preparation of the Plan, analysis of Strengths, Weaknesses, Opportunities and Challenges was conducted to analyse the existing strengths and weaknesses in order to be conversant with internal and external environment that have impact on the LRCT interventions. Through analysis the Management would understand on whether the situation has enough attributes in its favour and ultimately worth pursuing.

STRENGTHS

- i. Qualified and experienced personnel;
- ii. Improved structure and operationalization of job listing and job description;
- iii. The use of Performance Management System (PMS) tools e.g OPRAS and SP;
- iv. Existence of Manuals, Guidelines, Rules and Regulations;
- v. Utilisation of Human Capital Management Information System (HCMIS and GSPP);
- vi. Utilisation of Integrated Financial Management system (MUSE, GACS, GePG, CBMS and TANEPS);
- vii. Presence of Audit Charter and Strategic Internal Audit Plan enables internal audit Unit to assist Management of the LRCT to accomplish its objectives;

- viii. Compliance to standards, procedures and financial regulations leads to unqualified audit report for consecutive three years;
- ix. Presence of sound Internal Control System such as check and balance, segregation of duties, Standard Operating Procedures, Proper records and batching;
- x. Utilisation of Integrated Financial Management system (MUSE, GACS, GePG, CBMS and TANEPS);
- xi. Presence of Tender Board and Ad hoc Committee such as Evaluation Committee, Negotiation Committee, Receiving and Inspection Committee;
- xii. Presence of Procurement Plan;
- xiii. Presence of the Law Reform Commission Act that establishes the LRCT and provide for the appointment of Chairman, Commissioners and Commission Secretary;
- xiv. Competent management team which provides strategic leadership and institution directions;
- xv. Existence of Regulations on Review and Assessment of laws;
- xvi. Presence of the Law Reform Commission Act that provides for an option to co-opt other stakeholders in law reform processes;
- xvii. Ability to engage Public Private Partnership to perform non-core functions of the Institution as it is stipulated in the Public Service Management Employment Policy (PSMEP);
- xviii. Presence of the Law Reform Commission Act that provides for the involvement of various stakeholders in law reforms process;
- xix. Presence of worker's council which provides avenue for management and staff participation in decision making and feedback of Institution activities;
- xx. Presence of avenues for receiving customer's feedback; and
- xxi. Presence of public legal awareness programs.

WEAKNESSES

- i. Absence of incentive scheme;
- ii. Non-operationalization of Client Service Charter;
- iii. Low compliance of Performance Management Systems (PMS) tools such as M & E strategy, OPRAS and e-Office System;
- iv. The available Complaints Handling Mechanism is not fully utilised;
- v. Inadequate office space and equipment;
- vi. Absence of Monitoring and Evaluation guideline;

- vii. Unstable network and system;
- viii. Mandate and functions of the LRCT are not well known by the majority members of public;
- ix. Delay in filling existing vacant leadership position;
- x. Absence of institution self-assessment;
- xi. Absence of Standard Operating Procedure;
- xii. Absence of Communication Strategy;
- xiii. Absence of Service Delivery Survey; and
- xiv. Lack of Business Continuity Plan.

OPPORTUNITIES

- i. Availability of various Human Resource Management policy, laws, regulations, guidelines, circulars, and other Government directives;
- ii. Presence of E-Library which provides a room for staff learning and search for research materials;
- iii. Presence of learning institutions for capacity building and professional bodies which provides an avenue for upgrading profession skills;
- iv. Presence of best practise institutions where staff can be attached for learning and exchange of expertise;
- v. Presence of International Public Accounting Standard (IPSAS);
- vi. Availability of financial support from Government through budgetary and supplementary budget;
- vii. Presence of Development Partners who are willing to support legal reforms;
- viii. Accessibility of development partners and stakeholders for funding LRCT projects and sharing of expertise;
- ix. Ability to collaborate with other national, regional and international law reform agencies;
- x. Availability of various Government policy documents, Acts, Regulations and Guidelines;
- xi. Political will to support LRCT initiatives;
- xii. Presence of technology to improve institution functions;
- xiii. Public demand for law reforms;
- xiv. Availability of social media for LRCT to use for public awareness; and
- xv. Presence of code of conduct governing public service.

CHALLENGES

- i. Inadequate human resource to pursue Institution objectives;
- ii. Unstable operation of Human Capital and Information Management System (HCMIS);
- iii. HCMIS not incorporate all HR operations;
- iv. Unstable network & system which causes delay in payment and service delivery;
- v. Insufficient fund to cater for projects and support service delivery;
- vi. High cost of acquiring new equipment and technology affects institution budget;
- vii. Incompetent of some Suppliers provided by TANePS system;
- viii. Delay of motor vehicles maintenance due to centralized motor vehicles maintenance as stipulated in the Procurement Act and its regulations;
- ix. Delay of delivery by some Institutions following prepayment module of MUSE;
- x. Delay in implementing of LRCT recommendations; and
- xi. Delay in appointing vacant leadership position.

PESTEL Analysis

The implementation of LRCT Strategic Plan will likely to be affected in the following areas:

Political Aspect

Conducive political environment is paramount for any state to have peace and tranquility. In Tanzania Conducive political environment guarantees political stability and good governance which lead to adherence to and respect for the rule of law, ensure absence of corruption and desirable moral and cultural. Therefore a conducive political environment is supportive for the LRCT to undertake its activities. Furthermore, the Ruling Party Manifesto of 2020-2025 calls for legal reforms in various areas which the LRCT is obliged to undertake.

Economic Aspect

The economic situation of Tanzania has been changing over the recent years; whereby the country has evidenced change by moving to the lower middle income economy. Economy growth rate had been largely contributed by agricultural, mining and tourism sectors. The LRCT is also aware on various initiatives taken by the Government to

increase government revenue collection. Increased revenue enables the Government to meet its objectives in various areas. Regarding the LRCT, allocation of financial resources can enable it to undertake its reform planned activities. Therefore in any case, the LRCT will continue to make efforts to engage key stakeholders in the resource mobilization for implementing a five years Plan.

Social Aspect

The response of the most of Tanzanians citizen in relation to legal awareness is quite low. Experience shows that most of Tanzanians resort to understand law when facing with legal challenges. Low level of legal awareness is mostly caused by language barriers as most of the laws are in English language. However, the Government is taking initiatives to address the challenge since it has enacted a law that requires all laws to be in Kiswahili. Having laws enacted in Kiswahili will help the LRCT to cooperate and involve wider number of members of public in its law reform processes.

Technological Aspect

Globalization has lead to rapidly change in science and technology in many areas. Tanzania being part of the world is compelled to undertake various initiatives to address the situation. The ICT Policy of 2003 was among of the initiatives taken by the Government. The Policy provides for the guidance in the utilization of ICTs in various areas including telecommunications, infrastructural development, human capital development and the use of ICT in service deliveries. The Policy further provides for issues related to skilled human resources, security as well as legal and institutional frameworks. The adopted of new technology will facilitate LRCT in achieving its intended objectives.

Environmental Aspect

The question of environmental degradation is a worldwide concern. The world is taking various measures to mitigate impact of environmental degradation for protecting environment for next generation.

In implementing this, in 1997 the Government formulated the National Environmental Policy and enacted the National Environmental Management Act in 2004. This Act among others provides for; legal and institutional framework for sustainable management environment, principles for management, impact and risk assessment, prevention and control of pollution, waste management, environmental quality standards, public

participation, compliance and enforcement. The Act further provides for basis of implementation of international instruments on environment and establishment of the National Environmental Management Council. The LRCT is obliged to undertake various initiatives to comply with the requirement of the law by participating in various programmes for ensuring sustainable environmental management.

Legal Aspect

Adherence to the laws is among the key factor in achieving national objectives. The government has set various legal frameworks that enable the LRCT to undertake its day-to-day activities. These legal frameworks assist the LRCT to engage other key stakeholders in its law reform processes.

2.5 CRITICAL ISSUES

After conducting performance review and carry out stakeholders and SWOC analysis, it has been noted that LRCT cannot implement all issues as an effort to achieve its objective. There are many issues, some are minor and some are crucial. Listed below are issues collected across the situation analysis Chapter and are considered to be critical to the existence of the LRCT in its future plans.

- a) Enhance management of HIV/AIDS and NCDs;
- b) Enhance good governance and ethical conduct;
- c) Strengthen Legal Reform;
- d) Improve institutional capacity to deliver services;
- e) Strengthen internal controls and processes;
- f) Strengthen human resource management; and
- g) Improve resource mobilization;

CHAPTER THREE

3.0 THE PLAN

The Chapter presents the plan envisaged to be implemented and realized in five years period 2022/2023 to 2026/2027. It states the Vision, Mission, Core Values and Objectives that can be achieved through set of Strategies, Targets and Key Performance Indicators (KPIs).

3.1 Vision

“A facilitative legal system”

3.2 Mission

“To Reform and develop the laws of the United Republic of Tanzania through review, research and legal awareness for sustainable socio-economic development”

3.3 Core values

The LRCT shall embrace and institutionalize values that care stakeholders' satisfaction and expectations. Employees are expected to be committed to uphold the following values as Institutional identity:

i. ***Rule of Law***

The LRCT staff shall observe the rule of law in discharging the functions so as to bring development in all spheres of life; economically, socially, culturally and politically.

ii. ***Professionalism***

The LRCT staff shall provide services and demonstrate the sense of responsibility by using skills, knowledge and expertise to ensure better service provision.

iii. ***Creativity***

The LRCT staff shall seek and adopt alternative and transformative ways of working more efficient, cost effective, accessible, reliable and effective.

iv. ***Integrity***

The LRCT staff shall adhere to moral and ethical principles outlined in the Public Service Code of Conduct.

v. ***Result oriented***

The LRCT staff shall enhance implementation of our plans to produce expected results.

vi. ***Team Work***

The LRCT staff shall nurture cooperation and coordination amongst our stakeholders in execution of common tasks in achieving goals.

vii. ***Impartiality***

The LRCT staff shall recognize the importance of carrying out its functions in an impartial way.

viii. ***Transparency and Accountability***

The LRCT staff in delivering its services shall adhere to the principle of openness and will be accountable both for its actions and inactions.

3.4 OBJECTIVES

3.4.1 OBJECTIVE A: HIV/AIDS INFECTIONS AND NON-COMMUNICABLE DISEASES REDUCED AND SUPPORTIVE SERVICES IMPROVED

Rationale

HIV/AIDS has been a pandemic disease for years in Tanzania. The disease can cause low productivity due to loss of work force within the organization as most of the staff will be absent attending health clinic services. Apart from HIV/AIDS, it has been observed that, the prevalence of Non Communicable Disease (NCD) such as diabetic, cardiovascular and cancers among staff are obvious increasing. Hence, LRCT aims at undertaking various mitigation measures to address the challenge.

Strategies

- a) Promote awareness on HIV/AIDS and Non communicable diseases; and
- b) Enhance support to staff living with HIV/AIDS and Non-Communicable diseases.

Targets

- a) HIV/AIDS and Non-Communicable Diseases intervention program developed and implemented by June, 2027; and
- b) Care and support to staff living with HIV/AIDS and Non-Communicable diseases provided by June, 2027.

Outcome Indicators

- a) Percentage of staff who declare status on HIV/AIDS and Non Communicable diseases; and
- b) Level of awareness in HIV/AIDS and Non communicable diseases.

3.4.2 OBJECTIVE B: EFFECTIVE IMPLEMENTATION OF NATIONAL ANTI-CORRUPTION STRATEGY ENHANCED

Rationale

NACSAP III and Action Plan are strategic tools developed by the Government to prevent and combat corruption to strengthen good governance in all sectors. Currently, the LRCT has no registered corruption cases. This is due to lack of mechanism to disclose corruption incidences. To address the situation, the LRCT aspires to develop and implement Anti-Corruption Action Plan.

Strategy

Enhance good governance and ethical conduct.

Targets

- a) Ethics Awareness Program developed and implemented by June, 2027;
- b) Institutional Anti-Corruption Action Plan developed and implemented by June, 2027;and

- c) Gender mainstreaming program developed and implemented by June 2027.

Outcome Indicators

Percentage of corruption cases reported.

3.4.3 OBJECTIVE C: REFORM AND DEVELOPMENT OF LAWS IMPROVED

Rationale

The LRCT is mandated, among other things, to review and reform laws of the United Republic for purposes of bringing them in accord with the current circumstances. Considering the fact that some of the laws are outdated; reflect the colonial legacy; a need for development of laws on emerging issues and harmonization of laws to fulfil obligation of regional and international instruments thus, the LRCT is committed to review, reform and harmonize those laws for purposes of bringing them into accord of the current circumstances of the Tanzanian citizens.

Strategies

- a) Improve legal framework; and
- b) Enhance public legal awareness.

Targets

- a) Communication Strategy developed and implemented by June, 2027;
- b) Law Reform Database developed by June, 2027;
- c) Stakeholders Engagement Plan developed and implemented by 2027;
- d) 15 areas of laws reviewed by June, 2027;
- e) 10 areas of law researched by June, 2027;
- f) 200 laws assessed by June, 2027;
- g) 500 CAT decisions examined by June,2027;
- h) 50 Reports on the law Reform Commission reviewed by June,2027;
- i) Law Reform library updated by June,2027;
- j) 40 LRCT statutory meetings facilitated by June,2027;and
- k) Legal expertise to 200 MDAs provided by June,2027.

Outcome Indicators

- a) Level of public awareness on legal framework;

- b) Perception of public on ease access to justice; and
- c) Level of accordance of laws with the current circumstances.

3.4.4 OBJECTIVE D: INSTITUTIONAL CAPACITY TO DELIVER SERVICES IMPROVED

Rationale

Resources are essential for achievement of institution objectives. Currently, the LRCT is facing inadequate staff and unfavourable working environment. These constraints impede institution's efforts to attain its objectives. Therefore, the LRCT intends to enhance compliance to financial and procurement standards, budgetary law, improve monitoring and evaluation (M&E), working environment and strengthen HR plans to improve staff welfare support schemes. These initiatives will result into improving service delivery. To achieve this objective the following strategies and interventions have been developed.

Strategies

- a) Improve working environment;
- b) Strengthen Internal control system;
- c) Improve Resource management;
- d) Strengthen Business Process;
- e) Strengthen Monitoring and Evaluation; and
- f) Strengthen financial management and accountability.

Targets

- a) Performance improvement model operationalized by June, 2027;
- b) Human Resource Plan developed and implemented by June, 2027;
- c) Financial standards and Regulations adhered by June, 2027;
- d) ICT Strategy developed and implemented by June, 2027;
- e) Standard Operating Procedures developed and implemented by, June, 2027;
- f) Goods and services in 8 Units procured and managed by June, 2027;
- g) Business Continuity Plan developed and implemented by June, 2027;
- h) Office building constructed by June, 2027;
- i) Administrative services provided by June, 2027;
- j) Staff scheme of service developed and implemented by June, 2027;
- k) Staff welfare services provided by June, 2027;

- l) Staff working tools provided by June, 2027;
- m) Internal control systems reviewed by June, 2027;
- n) Monitoring and Evaluation Framework operationalized by June, 2027; and
- o) Plans and budget prepared and implemented annually by June, 2027;

Outcome Indicators

- a) Level of customer satisfaction;
- b) Unqualified Audit Opinion;
- c) Percentage change in fund support; and
- d) Level of staff turnover.

4.0 RESULT FRAMEWORK

4.1 Purpose and Structure

The Results Framework shows the overall Development Objective (Goal) which is basically the general impact of the LRCT activities; the Results Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

Generally, the Chapter provides a basis on how various interventions to be undertaken in the course of the Strategic Planning Cycle, will lead to achievement of the Development Objective. It also shows how various interventions will be monitored, what kind of reviews will be undertaken over the period, and what type of evidence-based evaluation studies will be undertaken to show that the interventions leads to achievement of the intended outcomes.

4.2 Development Objective

The overriding objective of the LRCT is **‘Enhanced rule of law for timely justice and sustainable development’**. This goal represents the highest level of results envisioned by the LRCT, though other key players significantly contribute towards the achievement of this Development Objective. Meanwhile the achievement of this Development Objective among others will be influenced by the availability of financial and human resources, the demand for accountability on the part of citizen as well as the capacity of the LRCT at Strategic and Operational Levels.

4.3 Beneficiaries of Services

Beneficiaries of the LRCT services comprises of MDAs, suppliers of goods and service providers, LRCT employees, general public, Non-State Actors (NGO’s, CBO’s) Higher Learning Institutions, Regional and International Law Reform Agencies and Development Partners.

4.4 The Result Framework Matrix

This matrix contains the LRCT overall Development Objective, objective codes,

medium term objectives, intermediate outcomes and outcome indicators. It envisions how the Development Objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and objectives.

TABLE: The Result Framework Matrix

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOMES	INDICATORS
Enhanced rule of law for timely justice and sustainable development.	A	HIV/AIDS Infection and Non-Communicable Diseases Reduced and Supportive Services Improved.	<ul style="list-style-type: none"> i. Increased staff undergoing voluntary testing; ii. Increased staffs declare their NCDs status; iii. Increased awareness to staff on Non communicable Disease; and iv. Improved health of infected staffs. 	<ul style="list-style-type: none"> i. Percentage of staff who declare status on HIV/AIDS and Non Communicable Diseases; and ii. Level of awareness in HIV/AIDS and Non communicable diseases.
	B	Effective implementation of National Anti-Corruption Strategy Enhanced	<ul style="list-style-type: none"> i. Improved complaints handling; and ii. Increased level of awareness on corruption. 	Percentage of corruption cases reported.
	C	Reform and Development of Laws Improved	<ul style="list-style-type: none"> i. Increased number of amended laws; ii. Enhanced harmonization and 	<ul style="list-style-type: none"> i. Level of public awareness on legal framework; ii. Perception of public on ease access to justice; and

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	INTERMEDIATE OUTCOMES	INDICATORS
			<p>approximation of laws;</p> <p>iii. Increased stakeholder's engagement on law reform processes;</p> <p>iv. Increased utilization of simplified laws; and</p> <p>v. Engagement of the LRCT in MDAs Law review process.</p>	<p>iii. Level of accordance of laws with the current circumstances.</p>
	D	Institutional Capacity to Deliver Services Improved	<p>i. Unqualified Audit Opinion;</p> <p>ii. Improved staff performance;</p> <p>iii. Increase customers satisfaction on service delivery;</p> <p>iv. Increase staff morale; and</p> <p>v. Improved working environment.</p>	<p>i. Level of customer satisfaction;</p> <p>ii. Unqualified Audit Opinion;</p> <p>iii. Percentage change in fund support; and</p> <p>iv. Level of staff turnover.</p>

4.5 Monitoring, Reviews and Evaluation Plan

The section details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period of five years of the strategic planning cycle from 2022/2023 to 2026/2027.

4.5.1 Monitoring Plan

The monitoring plan consists of indicators and their description, baseline for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequency and the officers who will be responsible for data collection, analysis and reporting. The monitoring and evaluation plan is detailed below:

TABLE: Monitoring Plan

No.	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
1.	<p>Percentage of staff who declare their status on HIV/AIDs</p> <p>This indicator intends to measure effectiveness of HIV/AIDS interventions.</p> <p>This will be calculated by $x/y*100$ whereas;</p>	2022	0	100%	100%	100%	100%	100%	LRCT	Documentary review	Annually	HIV Test report	Annually	DAHRM

	X=no. of staff declaring their status Y=total number of affected staff													
2.	Level of awareness on HIV/AIDS and NCDs This indicator intends to measure effectiveness of workplace intervention programs on HIV/AIDS and NCDs. This will be determined by establishing desirable awareness level of	2022	0	25	40	55	70	85	LRCT	Questionnaire	Annually	Survey Report	Annually	DAHRM

	50% and above. This will be calculated as $X/Y*100$ whereas; X= staff who scores 50% and above Y= total staff surveyed													
3.	Percentage of Reported corruption incidences. This indicator intends to measure effectiveness of anti-corruption preventive measures at the workplace. This will be determined by establishing	2022	0	25	40	55	70	85	LRCT	Questionnaire	Annually	Anti corruption Training Report	Annually	DAHRM

<p>desirable level of knowledge by 50% and above.</p> <p>This will be calculated by $X/Y*100$</p> <p>X= staff who score 50% and above</p> <p>Y=total staff surveyed</p>																					
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4.	Unqualified Audit Opinion This indicator establishes compliance to standards, law, regulations, procedures and internal controls. This will be established from CAG report.	2022	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	NAOT	Documentary review	Annually	Management Letter	Annually	CA
5.	Level of customer satisfaction. This indicator intends to measure ability of LRCT to fulfill customer's needs and expectations. This will determined by	2022	0	35	50	65	80	95	LRCT	Questionnaire	Annually	Service delivery survey Report	Annually	DAHRM

	<p>establishing satisfaction levels, whereas knowledge level of 70% and above is desirable.</p> <p>This will be calculated by $X/Y*100$</p> <p>X=customers who score 70% and above</p> <p>Y=total customers surveyed</p>													
6.	<p>Percentage change in funding support</p> <p>This indicator intends to measure effectiveness of resource mobilization</p>	2022	67%	74	80	87	94	100	LRCT	Documentary Review	Annually	Exchequer Report	Annually	CA/PCU

	<p>initiatives.</p> <p>This will be calculated by $Y-X/Y$</p> <p>X = ceiling of current year</p> <p>Y= ceiling of previous year</p>													
7.	<p>Level of public legal awareness.</p> <p>This indicator intends to measure the impact of legal awareness programs</p> <p>This will be determined by establishing desirable awareness levels of 50% and above.</p> <p>Calculated by</p>	2022	N/A	75%	80%	85%	90%	95%	LRCT	questionnaire/baseline study	Annually	Survey Report	Annually	DS-LEA

	$X/Y*100$ X= public who score 50% and above Y=total public surveyed													
8.	Public perception on ease of access to justice. This indicator intends to measure the impact of reviewed laws in enhancing access to justice. This will be determined by establishing desirable positive perception levels of 50% and above. This calculated by $X/Y*100$	2022	N/A	70%	75%	80%	85%	90%	LRCT	Questionnaire/survey	Annually	Survey Report	Annually	DS-RES

	X= represent stakeholders who respond positively by 50% and above Y= total stakeholders surveyed.													
9.	Level of accordance of laws with the current circumstances. This indicator intends to measure rate of law reviews as per recommendations issued. This will be calculated by $X/Y*100$	2022	N/A	75%	75%	80%	80%	80%	LRCT	Documentary review/Questionnaire/Survey	Annually	Survey Report	Annually	DS- REV

X= laws reviewed as per recommendations Y=total laws recommended for review														
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4.6 PLANNED REVIEWS

There will be reviews that aim to obtain progress status on the implementation of strategic plan. The planned reviews consist of review meetings, milestones and rapid appraisals.

Review Meetings

Various meetings will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives. Review meetings are as follows: -

TABLE: Planned Review Meeting

S/N	Types of Meeting	Frequency	Designation of the Chairperson	Participants
1	Commission Meeting	Quarterly	Commission Chairperson	Commissioners and Secretariat
2	Professional Meeting	Quarterly	Executive Secretary	Deputy Secretaries and Legal Officers
3	Management Meeting	Quarterly	Executive Secretary	Heads of Units and TUGHE representative
4	Workers Council	Annually	Executive Secretary	Heads of Unit Representatives of Units and TUGHE representative
5	Audit Committee	Quarterly	Committee Chairperson	Committee members
6	Tender Board Committee	Quarterly	Committee Chairperson	Committee members
7	Integrity Committee	Quarterly	Committee Chairperson	Committee members
8	Budget Committee	Monthly	Committee Chairperson	Committee members
9	Training Committee	Quarterly	Committee Chairperson	Committee members

TABLE: Planned Milestones Review

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
Year I 2022/2023	Two Reviews (Semi-Annually)	Assessment on effectiveness of human resource training conducted	Dec, 2022	DAHRM
		Stakeholders consultation on assessment of Legal framework governing marine transport; surface transport; air transport and financial facilities carried on	Dec, 2022	REV
		Legal framework governing tourism, livestock, fishing sectors and alternative sentencing assessed	Dec, 2022	REV
		Strategic Audit Plan prepared	Dec, 2022	CIA
		Discussion Paper on Review of Societies Registration Act and Hides Skin and Leather Trade Act prepared	Dec, 2022	RES
		Financial management plan in place	Dec, 2022	CA
		Human Resource Plan (HRP) operationalized	Dec, 2022	DAHRM
		Disaster Recovery Plan developed	June, 2023	DAHRM
		Annual Procurement plan prepared	Dec, 2022	PMU
		Resource mobilization strategy prepared	June, 2023	ECON
		Law Reform Database system developed	June, 2023	LEA
		100% care and support services provided to staff living with HIV/AIDS and NCDs	June, 2023	DAHRM
		Baseline Indicator Survey conducted	June, 2023	ECON

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
Year II 2023/2024	Two Reviews (Semi-Annually)	Institutional Risk Management Framework developed	June, 2024	CIA
		Assessment on implementation of recommendation issued by Law Reform Commission conducted	June, 2024	REV
		Concept Note and Discussion Paper on assessment of Legal framework governing Intellectual Property Rights; health; investment and environmental sectors prepared	Dec, 2023	REV
		Care and support services provided to staff living with HIV/AIDS and NCDs	Dec, 2023	DAHRM
		Budget committee meeting conducted	Dec, 2023	ECON
		E - office system Installed	Dec, 2023	DAHRM
		Stakeholders Engagement Plan developed	Dec, 2023	LEA
		Recurrent expenditures properly vouched	Dec, 2023	CA
		Succession plan operationalized	Dec, 2023	DAHRM
		Asset Register reviewed	Dec, 2023	PMU
		Field research on the Review of Education Act and Legal Framework Governing Economic Offences conducted	June, 2024	RES
Year III 2024/2025	Two Reviews (Semi Annually)	Stock valuation finalized	June, 2025	PMU
		Internal audit charter reviewed	Dec, 2024	CIA
		General ledger properly posted	June, 2025	CA
		Monitoring of LRCT projects conducted	June, 2025	ECON
		Communication Strategy operationalized	Dec, 2024	LEA

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
		Complaints handling mechanism developed	Dec, 2024	DAHRM
			June, 2025	REV
		Validation workshops on Road Traffic Act and Legal Framework governing Forest Industry conducted	Dec, 2025	RES
		Field research on the Review of Education Act and Legal Framework Governing Economic Offences conducted	June, 2025	RES
Year IV 2025/2026	Two Reviews (Semi Annually)	Financial statement timely prepared	Dec, 2025	CA
		Service providers contract managed	Dec, 2025	PMU
		Institutional Risk register reviewed	June, 2026	CIA
		MTEF and Action Plan prepared	June 2026	ECON
		Client service charter reviewed	Dec, 2025	DAHRM
		Concept Note and Discussion Paper on assessment of legal framework governing water; sports; tax and Cooperative Societies Act prepared	Dec, 2025	REV
		HIV /AIDS and NCDs survey on the level of awareness to LRCT staff conducted	June, 2026	DAHRM
		The Beekeeping Act and Legal framework governing Trusteeship reviewed	June, 2026	RES
		Integrity Committee operationalized	Dec, 2025	DAHRM
		Legal material publicized	Dec, 2025	LEA
		Service delivery survey conducted	June, 2026	DAHRM
Year V 2026/2027	Two Reviews (Semi-Annually)	Summary of procured of various items and services finalized	Dec, 2026	PMU
		Audit queries replied and closed	June, 2027	CA

YEARS	Planned Review	Milestones	Timeframe	Responsible Person
		Review of Institutional Risk Management Framework	June, 2027	CIA
		Impact of legal reform process towards restrictive laws	June, 2027	REV
		Legal principles from Court of Appeal published	Dec, 2026	LEA
		Electronic security system installed	June, 2027	DAHRM
		Stakeholders consultations on assessment of Legal framework governing Local Government; Insurance; Banking Industry and mining sector carried on	June, 2027	REV
		Institutional self-assessment conducted	June, 2027	DAHRM
		Evaluation on Effectiveness of implementation of LRCT Strategic Plan	June, 2027	PCU
		Field research on Occupational Health and Safety Act and Non-Governmental Organizations Act conducted	Dec, 2026	RES

Rapid Appraisals

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. The table below indicates the LRCT Rapid Appraisal for the next five years from **2022/2023 to 2026/2027**

TABLE: RAPID APPRAISALS

SN	RAPID APPRAISAL	DESCRIPTION OF THE RAPID APPRAISAL	APPRAISAL QUESTIONS	TIMEFRAME	RESPONSIBLE UNIT
1.	Baseline Indicator Survey	This survey intends to establish baseline information on indicators which have no values in the Strategic Plan	<ul style="list-style-type: none"> i. What is the level of awareness of staff on HIV/AIDS and NCD? ii. What is the level of public awareness on legal framework? iii. What is the level public perception on ease of access to justice? iv. What is the level of accordance of law with the current circumstances? v. What is the level of customer satisfaction? 	June,2025	PCU
2.	Service Delivery Survey	This survey intends to establish the level of customers satisfaction on services offered by LRCT	<ul style="list-style-type: none"> i. What services are delivered by LRCT? ii. Are LRCT services offered timely? iii. Are you satisfied with the service offered? 	June, 2025	DAHRM/PCU

			<ul style="list-style-type: none"> iv. What are the challenges in accessing LRCT services? v. What can be improved in the provision of services? 		
3.	Assessment on effectiveness of human resource training	This assessment intends to establish extent to which training program has achieved its intended objective	<ul style="list-style-type: none"> i. Is the training program current? ii. How many staff has undergone training as per training plan? iii. What is the level of skill enhanced attributed from training attended? iv. What is level of staff performance as a result of training attended? v. What can be improved in the training program? 	June, 2025	ADHRM
4.	Assessment on implementation of recommendations made by the LRCT.	This assessment intends to establish contribution of the LRCT in law reviews undertaken	<ul style="list-style-type: none"> i. What is the level of administrative measures undertaken as per recommendations issued? ii. What is the number of laws repealed, amended or enacted as per iii. Is there a need to improve modality of issuing recommendations? How? 	Jan, 2024	REV

4.6.1 EVALUATION PLAN

Evaluations intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Plan. The table below show evaluation plan.

Table 7: Evaluation Plan

S/N	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
1.	The impact of legal reform process towards restrictive laws	The evaluation intends to examine the contribution of LRCT legal reform process in eliminating restrictive laws	<ul style="list-style-type: none"> i. To what extent the LRCT's recommendations have been implemented? ii. What are the impacts of LRCT's recommendations in eliminating restrictive laws? iii. To what extent are the amended laws facilitative? iv. What is the level of LRCT's involvement in the law amendment and enactment process? 	<ul style="list-style-type: none"> i. Questionnaire; ii. Consultative meetings iii. Focus group discussion iv. Survey 	Jan, 2026	LEA

S/N	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
2	Effectiveness of implementation of LRCT Strategic Plan	This evaluation intend to measure whether the intervention and output achieved have led to the achievement of the outcomes	<ul style="list-style-type: none"> i. To what extent have the objective of the Strategic Plan been implemented successfully? ii. Does Strategic Plan reflect LRCT functions? iii. What are the reasons for success or failure of Strategic Objective of the Plan? iv. What are the areas to be considered for improvement? 	<ul style="list-style-type: none"> i. Documentary review ii. Questionnaire iii. Focus group discussion 	June, 2026	PCU

4.7 REPORTING PLAN

This is a plan that shows all reports that will be used in the execution of the strategic plan. The report plan contains both Internal and external reports.

Internal Reporting Plan

Internal Reporting Plan is plan that contains reports that are used within LRCT. The reporting plan is in accordance with statutory requirements or as may be required from time to time. The Reporting Plan is detailed in Table below:

A: Internal Reporting Plan

S/N	Type of report	Recipient	Frequency	Responsible person
1.	Integrity Committee Report	Executive Secretary	Quarterly	Integrity Committee Chairperson
2.	Internal Audit Report	Audit Committee	Quarterly	CIA
3.	Audit Committee Report	Executive Secretary	Annually	Audit Committee Chairperson
4.	Progress Report	Executive Secretary	Quarterly	ECON
5.	Training Report	Executive Secretary	Quarterly	Training Committee Chairperson
6.	Tender Board Report	Executive Secretary	Quarterly	HPMU
7.	Workers Council Report	Executive Secretary	Annually	Council Secretary
8.	Procurement Report	Tender Board	Quarterly	HPMU
9.	Management Meeting Report	Executive Secretary	Quarterly	PAO/PHRO

EXTERNAL REPORTING PLAN

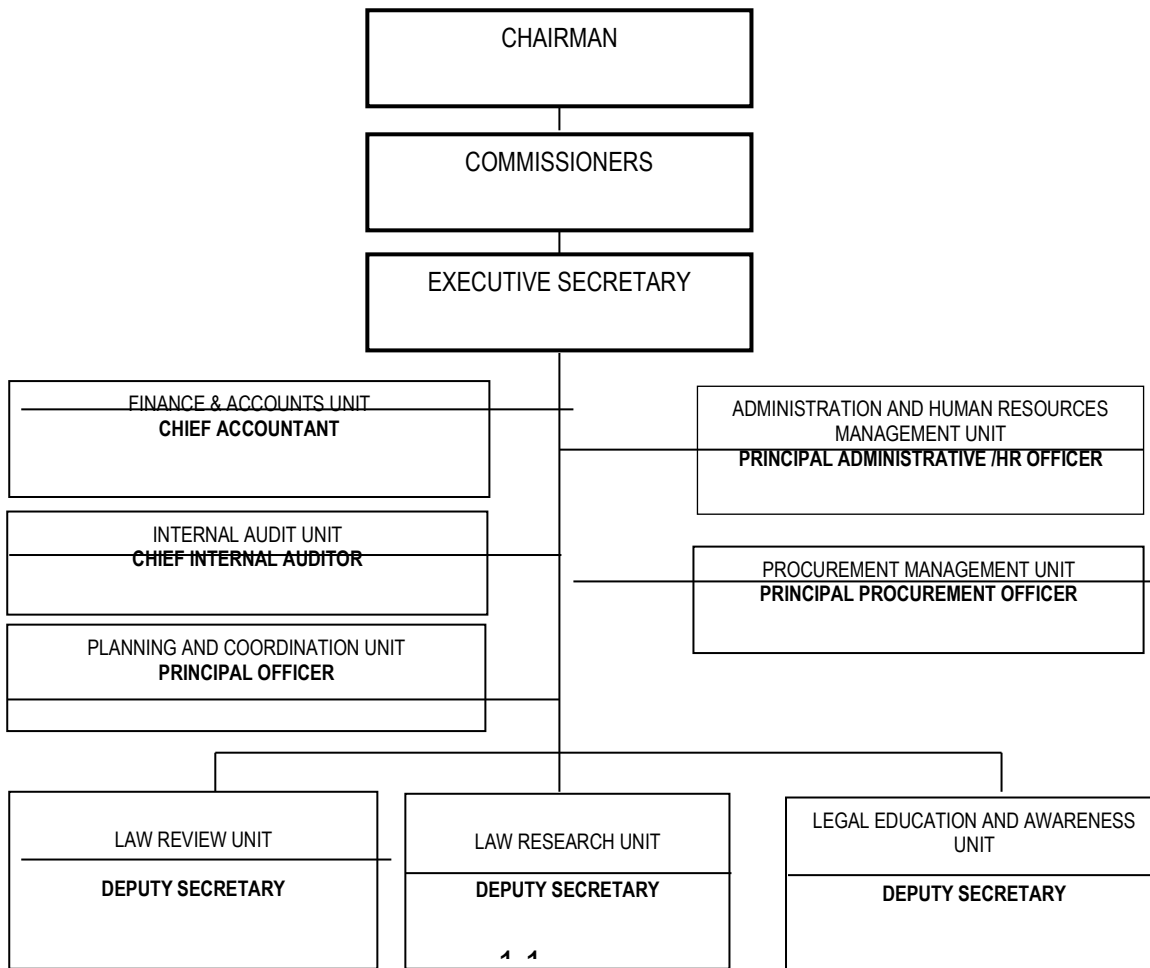
External reporting plan contains reports that are used by external entities. The reports are prepared on quarterly and annually basis.

B: External Reporting Plan

S/N	Type of report	Recipient	Frequency	Responsible person
1.	Review and Assessment of Laws	MOCLA	Annually	RES& REV
2.	Financial statement Report	CAG	Annually	CA
3.	Performance Report	MOF	Quarterly	ECON
4.	Procurement Volume Report	PPRA	Annually	HPMU
5.	Human Resource Development Report	PSC and POPSMGG	Quarterly	PAO/PHRO
6.	Annual Report	MOCLA	Annually	LEA

THE PROPOSED FUNCTIONS AND ORGANIZATION STRUCTURE OF THE LAW REFORM COMMISSION

(Approved by PIC on 05th October, 2017)



STRATEGIC PLAN MATRIX

OBJECTIVE CODE	OBJECTIVE	STRATEGIES	TARGETS	INDICATOR	RESPONSIBLE PERSON
A	HIV/AIDS Infection and Non-Communicable Diseases Reduced and supportive services Improved	<ul style="list-style-type: none"> i. Promote awareness on HIV/AIDS and Non communicable diseases. ii. Enhance support to staff living with HIV/AIDS and Non-Communicable diseases. 	<ul style="list-style-type: none"> i. HIV/AIDS and Non-Communicable Diseases intervention program developed and implemented by June, 2027 ii. Care and support to staff living with HIV/AIDS and Non-Communicable diseases provided by June, 2027. 	<ul style="list-style-type: none"> i. Percentage of staff who declare status on HIV/AIDS and Non-Communicable diseases ii. Level of awareness in HIV/AIDS and Non communicable diseases 	PAO

B	Effective implementation of National Anti-Corruption Strategy enhanced	Enhance good governance and ethical conduct	<ul style="list-style-type: none"> i. Ethics awareness program developed and implemented by June, 2027 ii. Institutional Anti-Corruption Action Plan developed and implemented by June 2027 	Percentage of corruption cases reported.	PAO
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C	Reform and Development of Laws to support Legal facilitation improved	<ul style="list-style-type: none"> i. Improve legal framework ii. Enhance Public Legal Awareness 	<ul style="list-style-type: none"> i. Communication Strategy prepared and implemented by June 2027 ii. Law Reform Database developed by June, 2027 iii. Stakeholders Engagement plan prepared and implemented by 2027 iv. 20 areas of laws reviewed by June, 2027 v. 10 area of laws researched by June, 2027 vi. 200 laws assessed by June, 2027 	Level of public awareness on legal framework	DS- LEA
				Public perception of public on ease access to justice	DS- RES
				Level of accordance of laws with the current circumstances	DS- REV

D	Institutional Capacity to Deliver Services Improved	<ul style="list-style-type: none"> i. Strengthen Human Resource Management ii. Improve working environment iii. Strengthen Internal control system iv. Improve Resource management v. Strengthen Business Process 	<ul style="list-style-type: none"> i. Performance improvement model operationalised by June, 2027 ii. Human Resource Development plan Prepared and implemented by June, 2027 iii. Financial standards and Regulations adhered by June, 2027 iv. ICT strategy developed and 	<ul style="list-style-type: none"> i. Level of customer satisfaction ii. 	PAO
				<ul style="list-style-type: none"> iii. Unqualified Audit Opinion 	CA

			<p>implemented by June, 2027</p> <p>v. Staff scheme of service prepared and implemented by June, 2027</p> <p>vi. Standard operating procedures developed and</p>	<p>iv. Percentage change in fund support.</p>	<p>CA/ECON</p>
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			<p>implemented by, June, 2027</p> <p>vii. Goods and services in 8 Units procured and managed by June 2027</p> <p>viii. Business Continuity Plan developed and implemented by June 2027</p> <p>ix. Office building Constructed by June, 2027</p> <p>x. Administrative services provided by June, 2027</p> <p>xi. Staff welfare services provided by June, 2027</p>		
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			<p>xii. Staff working tools provided by June, 2027</p> <p>xiii. 8 Units facilitated to undertake routine operations by June, 2027</p> <p>xiv. Internal control systems reviewed by June, 2027</p> <p>xv. Monitoring and Evaluation Framework operationalized by June, 2027</p> <p>xvi. Plans and budget prepared and implemented by June, 2027</p>		
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