

Annex B: TEMPLATE PROJECT PROPOSAL**Template Project proposal****APPLICATION FOR PROJECT FUNDING IN THE FIELD OF THE PROMOTION/PROTECTION OF THE CIVIC SPACE**

<b>PROJECT NAME:</b>	<b>PROMOTING CIVIC SPACE IN TANZANIA'S EXTRACTIVE SECTOR GOVERNANCE</b>
<b>AMOUNT REQUESTED:</b>	<b>226,152 ..... (in euros)</b>
<b>DURATION:</b>	<b>18 MONTHS ..... (number of months)</b>
<b>DATE OF INTRODUCTION:</b>	<b>AUGUST 16, 2021.....(latest version introduced)</b>

**1. Organization**

- full name: Internal Peace Information Service
- abbreviation: IPIS
- legal status: non-profit/vzw
- official address: Italiëlei 98a, 2000 Antwerp, Belgium
- address for correspondence (if different from the official address): /
- representative (name and function): Filip Reyniers, Director
- website: [www.ipisresearch.be](http://www.ipisresearch.be)
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**2. Bank data**

- name of the bank: KBC Banking & Insurance
- bank address: KBC Bank Antwerpen-Haven, Kattendijkdok-Oostkaai 65, 2000 Antwerpen
- account number / IBAN (EU): BE64 7340 5227 7652
- bank holder: Anne Hullebroeck/Filip Reyniers
- BIC / SWIFT: KREDBEBB
- Reference to be included when payments are executed : DGD Civic Space TZ + invoice number

**3. Motivation (Relevance)****Context**

Tanzania is endowed with significant mineral resources. The extractive sector forms an important part of the country's formal and informal economy and is particularly diverse. It includes artisanal, small, medium and large-scale mining of high-value minerals such as gold, diamonds and gemstones, the widespread extraction of industrial minerals such as limestone, gypsum and salt as well as big exploration projects for oil and gas. The main contribution of the large-scale extractive industry is on the macro-economic level as

it accounts for 35% of exports and 5% of GDP.<sup>1</sup> The contribution of the artisanal and small-scale sector is no less important as it generates employment for an estimated 1 million Tanzanians and constitutes, together with farming, the most important livelihood in many remote areas.

In face of such mineral wealth, the sector has the potential to effectively contribute to all 17 Sustainable Development Goals (SDGs). The new Five-Year Development Plan (FYDP III 2021/22-2025/26) again prioritizes the extractive sector as key driver of human development. This is important as Tanzania's sustained economic growth – resulting in the country attaining lower-middle-income status in 2020 – has so far been insufficiently pro-poor with the impact on poverty reduction even dampening in recent years.<sup>2</sup>

The sector's potential for sustainable development remains however far from realized due to severe governance challenges, stemming from a lack of transparency, accountability and participation. These result in a loss and substandard distribution of accrued benefits and regularly make this natural wealth a source of harm rather than benefit for communities living near them. This harm takes the form of human rights challenges such as environmental degradation, discrimination and harassment of women and vulnerable groups, conflicts over access to land and resources, harmful working conditions, child labour etc.

Since 2017, major policy and legal reforms have been undertaken with the aim of bolstering the contribution of the sector to Tanzania's economy. Yet, the speed and non-participatory manner with which these were conceived and pushed through, combined with poor implementation,<sup>3</sup> resulted in uncertainty and instability, which is reportedly undermining Tanzania's business attractiveness.<sup>4</sup>

### **Problem statement**

Despite the legal provision that in resource extraction “the interests of the People [...] are fully secured and approved by the National Assembly”,<sup>4</sup> decision-making is all but inclusive. Even the large legal reform package of 2017 was rushed through the National Assembly under a certificate of urgency. This top-down approach has resulted in laws and policies that are detached from realities in the typically remote areas where minerals are extracted. Moreover, communities are rarely consulted and have limited access to information on the extractive projects that directly influence their lives and livelihoods.<sup>5</sup>

Under the umbrella of HakiRasilimali, NGOs working on extractives have joined forces to address these challenges. Yet, they face numerous obstacles as civic space has shrunk considerably in the past years, with severe intimidation of civil society actors and draconian measures restricting the freedom of expression and association. This has generated a climate of fear that stifles activism and promotes self-censorship for certain CSOs.<sup>6</sup> It remains to be seen whether President Hassan, who took office in March 2021, will incite more than a change of tone regarding civic space. HakiRasilimali has so far managed to keep a nonconflictual relationship with authorities, but its legitimacy and interests are occasionally challenged. Given the political sensitivity of the extractive space in particular, HakiRasilimali must moreover continuously act with caution and make calculated choices on where to invest its limited time and resources.

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<sup>1</sup> [https://eiti.org/files/documents/10th\\_teiti\\_report\\_2017\\_2018.pdf](https://eiti.org/files/documents/10th_teiti_report_2017_2018.pdf).

<sup>2</sup> <https://www.worldbank.org/en/country/tanzania/publication/tanzanias-path-to-poverty-reduction-and-pro-poor-growth>.

<sup>3</sup> <https://resourcegovernance.org/analysis-tools/publications/2021-resource-governance-index-tanzania-mining>.<sup>4</sup>

Tanzania ranks 141 out of 190 countries in 2020 Doing Business Index, which is the lowest among its East African peers (<https://www.doingbusiness.org/content/dam/doingBusiness/country/t/tanzania/TZA.pdf>).

<sup>4</sup> Article 6(1) of the 2017 Natural Wealth and Resources (Permanent Sovereignty) Act.

<sup>5</sup> <https://ipisresearch.be/publication/dissecting-social-license-operate-local-community-perceptions-industrialmining-northwest-tanzania/>.

<sup>6</sup> <https://www.ohchr.org/en/NewsEvents/Pages/DisplayNews.aspx?NewsID=26117&LangID=E>.

## Relevance in light of the criteria of the call for projects

This joint proposal by HakiRasilimali and IPIS aims at promoting civic space in the extractive sector to improve its contribution to sustainable development and human rights. The project will empower civil society in enhancing civic participation and representation, particularly for the numerous remote and

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geographically dispersed communities affected by extractive operations. This will be done by leveraging the strategic position of HakiRasilimali as the network NGO for extractives in Tanzania by strengthening its capacity, processes and tools to build bridges and improve dialogue between civil society and government at the national and subnational level. Cooperation, coordination and communication among local, national and international civil society and with vulnerable communities will be improved, including through secured digital technologies, to better align support and advocacy efforts with the diverse realities on the ground. This is a challenging but important endeavor, as shortcomings risks undermining civil society legitimacy and credibility, particularly given Tanzania's often hostile political climate.

### 4. Objectives (Effectiveness)

**General objective:** Enhancing civic participation, transparency and accountability in the extractive sector in order to improve its contribution to sustainable development and human rights **Specific objectives:**

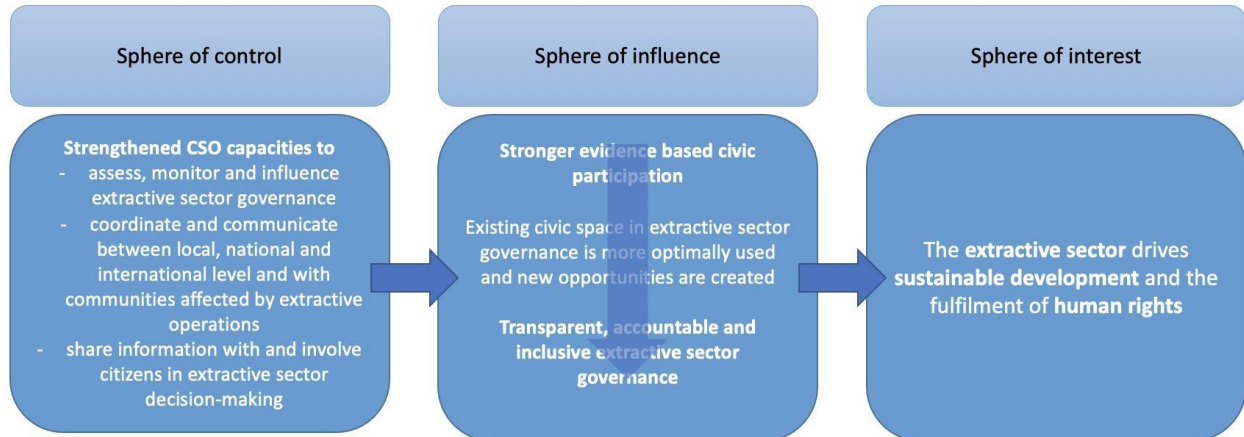
- Enhancing civil society capacity to assess, monitor and advocate for improvements in the design and implementation of extractive sector policies and laws;
- Improving alignment of collective CSO efforts to represent and protect vulnerable communities in open dialogue with government through enhanced coordination, communication and cooperation at and between the local, national and international level;
- Improving citizen access to information and participation in local and national decision-making related to revenue and impact management of extractive operations.

### **Target groups (number and type):**

- HakiRasilimali members: 13 current and four new CSOs to be recruited;
- 10 Community-based organizations working with vulnerable groups near extractive operations
- 20 Members of Parliament: Public Accountability; Constitutional and Legal; Investment; Energy & Minerals; Budget; and Local Government Authorities Committees
- Local Government Authorities (LGAs) in at least five districts
- Government: Ministries of Energy (MoE) and Minerals (MoM), State Mining Corporation (STAMICO), Tanzania Revenue Authority (TRA), Tanzania Petroleum Development Corporation (TPDC), Tanzania Commission for Human Rights and Good Governance (CHRAGG)
- Tanzania's EITI Multi-Stakeholder Group (TEITI MSG)
- International civil society networks: Publish What You Pay, Tax Justice Network Africa, Civil Society Group of OECD Responsible Minerals Forum, and Kimberley Process Civil Society;

### 5. Activities and Strategies (Efficiency)

## Developed strategies (theory of change)



The proposed intervention works towards the ultimate objective of turning the extractive sector into a driver of sustainable development and the fulfilment of human rights. HakiRasilimali and IPIS propose to do this by enhancing civil society capacity to engage in an informed and constructive manner on improving the transparency, accountability and inclusivity of extractive sector governance. Multiplier effects will be created by building bridges between civil society and communities on local, national and international levels. This serves to improve the efficiency and effectiveness of collective advocacy efforts by better aligning them with both the realities on the ground and lessons learned on all levels. The applicants believe that this will not only lead to a better use of the existing opportunities for civic participation, but will also improve the appreciation of the quality and benefits thereof, which will gradually contribute to enhancing civic space more broadly.

## Planned activities

The activities listed below are interconnected and designed to jointly achieve the general and specific objectives listed above. HakiRasilimali and IPIS will implement these activities jointly, with HakiRasilimali taking the operational lead and IPIS in charge of capacity enhancement, methodological and analytical support, and monitoring and evaluation.

### Activity 1: Strengthening HakiRasilimali as a civil society network and advocacy organization

#### **Activity 1.1 Organizational capacity-enhancement:**

- Baseline assessment of the strengths and weaknesses of both HakiRasilimali as a network organization and of its individual member organizations;
- Adopting more effective and inclusive internal governance structures and procedures that better leverage the strengths and added value of HakiRasilimali's members;
- Training on digital security and establishment of a secured digital communication channel;
- Expanding HakiRasilimali's membership with organizations working with or representing remote communities, women, youth or vulnerable groups;

**Activity 1.2 Strengthening links with key international multi-stakeholder fora:** building on HakiRasilimali's close links with international fora such as the Extractive Industries Transparency Initiative (EITI), Alternative Mining Indaba and Publish What You Pay (PWYP), HakiRasilimali will be supported in engaging key networks in which IPIS plays a prominent role, namely the Civil Society Group of the OECD Responsible Minerals Forum, the Kimberley Process Civil Society Coalition (KP CSC) and the European Partnership for Responsible Minerals (EPRM).

### Activity 2 : Strengthening civil society capacity to assess and monitor extractive sector governance

**Activity 2.1 Compiling a digestible overview study** for civil society and affected communities on Tanzania’s legal, policy and institutional framework for extractives and civic space (English and Swahili versions). This study will be used to raise awareness and build capacities in Act. 3.1 and 4.1.

**Activity 2.2 Conducting 2 thematic monitoring studies** on the implementation of specific aspects extractive sector governance (such as CSR and local content, women rights, youth) through a shared effort by IPIS, HakiRasilimali and its members following a learning-by-doing trajectory. These trajectories will strive to make optimal use of the partners’ respective access to local, national and international stakeholders and knowledge. The studies will be used to enhance evidence-based dialogues (see Act. 4.2).

Activity 3: Enhancing access to information and citizen participation in extractive sector governance

**Activity 3.1 Increasing participation in training modules on Fundamentals of Community-Led Advocacy in Extractive Governance** by community-based organizations working with women, youth and vulnerable groups near extractive operations. These two-week trainings follow the model of the Extractive Sector Knowledge Incubator (ESKi Tanzania) developed in 2020 by HakiRasilimali in partnership with the Training Centre for Development Cooperation (MSTCDC) to promote active citizenship.<sup>7</sup> The partners will moreover revise and improve the curriculum based on the overview study (Act. 2.1). ESKi participants will pilot community-led advocacy through community radio shows.

**Activity 3.2 Organizing an Extractive Baraza to improve monitoring and involvement of affected communities and local government authorities from five selected districts on issues related local content and corporate social responsibility (CSR).** Extractive Baraza is HakiRasilimali’s subnational community dialogue model, developed in partnership with the National Economic Empowerment Council (NEEC).<sup>8</sup> This Baraza will serve to raise awareness, build monitoring capacities, decentralize multistakeholder dialogue and inform the National Extractive Conference (Act. 4).

**Activity 3.3 Creating a dedicated page on HakiRasilimali’s** website that clearly structures the available **data and publications** on extractive governance and is updated bi-monthly. This page will be promoted and the data made digestible through targeted messaging and visualizations communicated through newsletters, social media (including Twitter, Facebook, Instagram, YouTube, the Room), newspapers, television and radio.

Activity 4: Scaling up strategic advocacy and multi-stakeholder dialogue

**Activity 4.1 Making Tanzania’s Extractive Industries Conference** (Jukwaa la Uziduaji) more evidence-based by preparing clear and simple presentations, visuals and brochures in English and Swahili based on the study and reports of Act. 2, and disseminate these to interested citizens at HakiRasilimali’s booth. Jukwaa la Uziduaji is an annual conference by HakiRasilimali where relevant stakeholders across all levels critically discuss, exchange experiences, and learn from one another to advance transparency and accountability in extractive industries in Tanzania.<sup>9</sup>

**Activity 4.2 Holding two Extractive Insights Online Media Dialogues** focused on the 2 thematic studies of Activity 2.2. This HakiRasilimali model dialogue, known as ‘Hoja Yako Mezani’ is produced and broadcasted live via its YouTube Channel and aims to enhance evidence-based debates and responsiveness of duty bearers to citizens on issues related to transparency and accountability related to revenue and impact management of extractives.<sup>10</sup>

<sup>7</sup> For more info: <https://eski.hakirasilimali.or.tz/>.

<sup>8</sup> For an example: <https://www.youtube.com/watch?v=vIY2yfdVUYY>.

<sup>9</sup> See for example the 2018 Conference: <https://www.hakirasilimali.or.tz/jukwaa-la-uziduaji-communicue-2018/>.

<sup>10</sup> For an example from early 2021: <https://www.youtube.com/watch?v=t-3sgGszuck>.

**Activity 4.3** Strategically use the insights gathered through the project activities for **constructive advocacy at national and subnational level**, through:

- TEITI Multistakeholder Group. The CSO pillar of the MSG will, under HakiRasilimali’s lead, conduct analysis of the 11th and 12th Revenue Reconciled reports with the aim of extracting relevant information to further advocacy work;
- Engagement meetings with legislators (through established caucus group of MPs and CSOs) and government officials during national budget processes (Feb-June) and law reforms (Policy Week, Oct-Nov);
- Mentoring HakiRasilimali’s member organizations in undertaking targeted and context-specific advocacy initiatives at the subnational level.

**Calendar**

	MI	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Act. 1</b>																		
1.1																		
1.2																		
<b>Act. 2</b>																		
2.1																		

2.2																		
<b>Act. 3</b>																		
3.1																		
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3.3																		
<b>Act. 4</b>																		
4.1																		
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4.3																		

**Organizational capacity**

With the proposed project HakiRasilimali and IPIS do not move into uncharted waters as they build on previous work in Tanzania and elsewhere, and turn their mutually appreciated ad hoc cooperation into a structural collaboration.

As the civil society network for extractive resources, HakiRasilimali has, since its creation in 2009, rapidly gathered experience and managed to positively influence the 2015, 2017 and 2019 amendments to the extractive sector laws and regulations. HakiRasilimali is recognized by civil society and government as the non-state go-to hub on extractives. This key role is confirmed by its coordinating role of the civil society pillar in the TEITI MSG.

IPIS has a strong track record in grassroots analysis of the impact of extractives on development and human rights, with test and tried methodologies and technologies that allow it to rely on and enhance existing local expertise and knowledge in remote and complex environments. Through its work with various different governmental, corporate and civil society actors, and its intensive involvement in several multi-stakeholder platforms, IPIS moreover gained considerable experience in promoting evidence-based policy making. In these efforts, capacity-enhancement has always taken center stage.<sup>11</sup> Many of the capacity-enhancement

<sup>11</sup> <https://ipisresearch.be/home/capacity-enhancement/>.

and analytical work in this proposed project will draw from IPIS experience in supporting the KP CSC,<sup>12</sup> which is network of 14 CSOs from 10 different countries working specifically on diamond sector governance in a complex context of closing civic space.<sup>13</sup>

Two main lessons learned of both partners have guided the project's design. Firstly, enhancing civic participation and advocating for pro-poor and human rights-based reforms in the complex and risky political environment of Tanzania is difficult but possible if it is approached strategically. Key ingredients are evidence-based dialogue, involving affected communities, constructive messaging, and identifying the right hooks based on political discourse and legal frameworks. Secondly, a lot of time and energy are being wasted through a lack of communication and coordination between civil society working on various levels. Realities and debates on the local, national and international level often remain detached from each other while they should be mutually reinforcing.

## 6. **Partners** (Synergy and complementarity)

### **Partners and their added value**

Building on these shared lessons learned, HakiRasilimali and IPIS, with their complementary expertise and experience, are ideally placed to jointly work on promoting civic space in Tanzania's extractive sector. HakiRasilimali is the most central and strategically positioned civil society actor working on extractives in Tanzania. It has an extensive network and considerable experience in what works and what doesn't with authorities on the national level. It has however identified capacity challenges in aligning these efforts with

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grassroots work and best practices on the international level, as well as in coordinating and getting the most out of its diverse membership.

IPIS will support HakiRasilimali in addressing these challenges, building on its experience in strengthening community-based capacity to document and improve the impact of the extractive sector, and in introducing and amplifying grassroots perspectives in national and international policy fora. As a member and driving force in various civil society networks, IPIS has moreover developed considerable insight and handles in improving internal governance structures, coordination and secured (digital) communication.

### **Synergy and complementarity with other interventions**

There are numerous synergies and two overarching complementarities between the proposed project and the broader Tanzania Outcome IPIS proposed to DGD under its 2022-2027 program, where HakiRasilimali will be one of the partners. This Outcome focusses on empowering Tanzanian communities and civil society to engage government and industry in fostering access to justice, good governance and human rights in natural resource governance. On the one hand, the advocacy component of the Tanzania Outcome aims to use the existing opportunities for civic engagement, while the proposed project seeks to expand them by specifically strengthening civil society advocacy capacity and civic participation in decision-making on extractives. On the other hand, while the proposed project, due to its more limited scope, does not include large-scale grassroots documentation activities, its advocacy and capacity-enhancement components will – pending on the acceptance of the Outcome by DGD – be able to benefit from the extensive data collection campaigns of the latter.

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<sup>12</sup> <https://ipisresearch.be/project/kimberley-process-civil-society-coalition/>.

<sup>13</sup> See for instance: <https://www.kpcivilsociety.org/activity/attempt-to-silence-civil-society-observers-at-kimberleyprocess-intersessional-meeting/>.

Furthermore, many of the activities in the proposed project build on models designed and piloted by HakiRasilimali in previous years. This project will work towards a more effective and strategic use of these models by enhancing processes and capacities that make them more bottom-up, effective and sustainable.

### **7. Impact and sustainability**

The long-term objective to which the proposed project seeks to contribute is making the extractive sector a strong driver of sustainable development and the fulfilment of human rights. The project will work towards this objective by promoting civic space and participation. This will in the first place be done by sustainably strengthening the organizational and methodological capacities of HakiRasilimali, which is not just the most central civil society actor in this field, but also a particularly steady one that has in the past years developed a stable line of work. Multiplier effects will be created by not only strengthening the network but also its individual members through improving governance structures and mutual learning. This impact will trickle down to the local level through community-based work and by promoting civic participation in subnational decision-making, which will in turn feed back to dialogues and advocacy on the national level.

### **8. Donor visibility**

Pending agreement by the donor, the partners plan to highlight the support by the Belgian development cooperation on their websites, social media, publications, conference and workshop banners, radio shows, news coverage, brochures, etc. The Belgian embassy in Tanzania will be invited to all events and is welcome to deliver a key note address or other contributions.



9. **Monitoring methods** (Management capacity)

**Logical framework** (basic values, target results, indicators,...)

	<b>Narrative</b>	<b>Basic value</b>	<b>Target result</b>
<b>Result 1</b>	HakiRasilimali (HR) is a stronger civil society network building bridges between the local, national and international level		
Indicator 1	HR has stronger and more bottomup internal governance, with proactive and digitally secured member participation	HR is a top-down network with mainly one-way information flows; HR members have little awareness on digital security	Baseline SWOT analysis of HR produced; Improved governance processes and policies in place; Each member delivers a substantial contribution to research and advocacy annually; Secured digital communication channel in place and used appropriately
Indicator 2	HR has better representation of remote and vulnerable groups, and stronger links to international multi-stakeholder fora	8 of 13 HR members have grassroots networks; 6 have programs on gender ; HR is member of PWYP	Regular, structured outreach to remote and vulnerable groups; 4 new HR members, either with constituencies in remote areas or representing women, youth or vulnerable groups; HR joins at least one new international network (KP CSC or OECD)
<b>Result 2</b>	Civil society has enhanced capacity to assess and monitor extractive sector laws and implementation		
Indicator 1	More CSOs are effectively involved in assessing and monitoring extractive sector laws and implementation	Capacity is limited to a few strong member organizations of HR	All HR members have improved assessment and monitoring skills, and jointly produce one overview assessment and 2 thematic monitoring studies; Lessons learned and best practices are shared with minimum 10 other civil society and communitybased organizations in trainings and dialogues (see below)
<b>Result 3</b>	Citizens, affected communities and local government have better access to information and better participation in extractive sector governance		
Indicator 1	Communities and local government are empowered to monitor and advocate for improved extractive sector governance	Involvement is low to non-existent	10 community-based organisations are trained and promote community-led advocacy through community radios (ESKi); 50 community and local government representatives get involved in monitoring extractive sector governance (Extractive Baraza);
Indicator 2	Improved public access to information on extractives	Data and publications are scattered across HakiRasilimali's website and updated irregularly	A dedicated page on HakiRasilimali's website will combine relevant data and publications in a structured manner and will be updated bi-monthly; regular targeted messaging through various (social) media channels will increase website visitors by 15%.
<b>Result 4</b>	Civil society more effectively represents community concerns and has a more influential role in dialogue and decision-making on extractives		

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Indicator 1	Community-based civil society evidence sets the agenda of the political debate on extractives	Civil society follows the political agenda; representation of community concerns is ad hoc	HR's Conference and Online Media Dialogues incite political discussion and media coverage on transparency, accountability, sustainable development & human rights
Indicator 2	Constructive civil society advocacy leads to positive policy and legal changes	HR positively influenced 2015, 2017 and 2019 legal reforms; progress within TEITI is slow	HR influences concrete policy/legal action on the national level, and in at least three districts; Clear civil society position on moving TEITI forward

## Monitoring and evaluation

IPIS will lead the execution of the project according to its **internal M&E policies, procedures and templates** for knowledge management and reporting, to be followed and completed in partnership. The IPIS and HakiRasilimali project coordinators will form a steering committee. This committee will meet in person, jointly with other key project staff, at the start, mid-term and end of the project to set and followup the M&E framework, planning and task division. In between these face-to-face meetings the steering committee will meet virtually, at least monthly, in order to monitor and evaluate progress, and if necessary adjust the planning accordingly. IPIS' **external M&E policy and processes** were formally certified by DGD. In line with DGD recommendations, IPIS' policy is to devote 1% of the project budget to external M&E, for which an external consultant will be engaged.

### 10. Detailed Results-Based Budget (Efficiency)

<i>Item</i>	<i>unit</i>	<i># units</i>	<i>unit costs (in EUR)</i>	<i>Total (in EUR)</i>
<b>Staff costs</b>				
HakiRasilimali staff (1 FTE)	months	18	2,015	36,270
IPIS HQ staff (0,5 FTE)	months	18	3,085	55,530
IPIS TZ staff (1 FTE)	months	6	1,250	7,500
<b>Travel</b>				
HR per diem and lodging	days	30	150	4,500
HR in-country travel	trips	6	250	1,500
IPIS international flights	trips	3	1,250	3,750
IPIS in-country travel	trips	6	250	1,500
IPIS per diem and lodging	days	75	150	11,250
IPIS misc travel costs	trips	6	250	1,500
<b>Result 1</b>				
HR annual general meeting (2days - 40 pax)	participants	40	210	8,400
Digital security training (2 days - 20 pax)	participants	20	210	4,200
<b>Result 2</b>				
Support to HR members monitoring	members	13	2,250	29,250
<b>Result 3</b>				
ESKi training (participation of 10 CBOs)	organizations	10	1,000	10,000
Extractive Baraza (2 days - 50 pax)	participants	50	250	12,500
Comunity radio airtime	hours	20	150	3,000
HR website support	days	10	240	2,400
<b>Result 4</b>				
Graphic design	days	10	240	2,400
Report translations (English-Swahili)	reports	3	750	2,250
Layout and prints	reports	3	1,150	3,450
Extractive Insights Online Media Dialogues	dialogues	2	3,000	6,000

<b>Monitoring and evaluation</b>				
External M&E	days	5	450	2,250
<b>Subtotal</b>				
				209,400
<b>Overhead (8% - shared)</b>				
				16,752
<b>Total</b>				
				<b>226,152</b>

HakiRasilimali has funding to cover the participation of 15 participants in its ESKi trainings. This project would allow to add 10 more that specifically work with women, youth and vulnerable groups in extractive areas. HakiRasilimali has requested funding to organize annual Tanzania Extractive Industries Conferences. This project would allow to make better use of this occasion for improving access to quality information and civic activation.

**11. Risk analysis**

<b>Source and nature of risk</b>	<b>Pro bability</b>	<b>Effe ct</b>	<b>Risk level</b>	<b>Mitigation measure</b>
Civic space is closed even further through the adoption of repressive laws and intimidation	2	4	3	IPIS and HR will ensure the highest level of compliance with laws and regulations. Both have considerable experience in continuing work with civil society and government in Tanzania’s deteriorating political climate of the past years. They will leverage their extensive network and lessons learned to navigate new challenges and adapt the implementation plan accordingly, in agreement with the donor.
Alternative motivations dominate legislative and executive interests and make them ignore evidence in natural resource policy-making	3	2	2	IPIS, HR and its members will implement the project in a non-conflictual way, sensitive to conflicting interests and points of view of authorities, in order to promote evidence-based decision-making. Improving approaches to do so through capacity enhancement, inclusive dialogue and community-level work forms an integral part of the project
Corruption affects the integrity of the project’s stakeholders	3	3	4	Strict anti-corruption policies will guide implementation and all stakeholders involved are required to comply with these. Cases of demands for bribes by authorities are reported to oversight bodies. Stakeholders (staff or partners) breaching integrity rules are sanctioned as per applicable rules and procedures

Partners and beneficiaries are threatened as a result of their participation in the project	2	3	3	IPIS and HR develop safety protocols and reinforce partners' capacity in risk management and digital security. IPIS and HR will engage their national and international network in case legal protection is required.
Covid-19 restricts incountry movements and gatherings	2	3	3	Tanzania has so far not resorted to imposing travel restrictions within its territory to manage the Covid-19 pandemic. IPIS and HR have internal guidelines for staff and partners to maximize preventive strategies. If the risk materializes, the program will have to adapt the implementation plan, in agreement with the donor. IPIS has gained considerable experience in adapting activities through remote alternatives and enhanced digital communication.

Annexes to be added (not necessary for multilateral organizations):

- Statutes of the organization
- A copy of the last annual financial accounts report and the last audit report