



HakiRasilimali

Transparency & Accountability
for the Extractive Industry

HAKIRASILIMALI STRATEGIC PLAN 2026 - 2030

Strengthening Natural Resources
Governance in Tanzania





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ACRONYMS AND ABBREVIATION

Acronym/Abbreviation	Full Meaning
ASM	Artisanal and Small-Scale Mining / Miners
AU	African Union
CDA	Community Development Agreement
CSR	Corporate Social Responsibility
CSO	Civil Society Organisation
ESG	Environmental, Social and Governance
ESKI	Extractive Sector Knowledge Incubator
EITI	Extractive Industries Transparency Initiative
EVs	Electric Vehicles
HR	HakiRasilimali
IEA	International Energy Agency
KP CSC	Kimberley Process Civil Society Coalition
LNG	Liquefied Natural Gas
MLE	Monitoring, Learning and Evaluation
MPs	Members of Parliament
NGO	Non-Governmental Organisation
SDG / SDGs	Sustainable Development Goal(s)
SWF	Sovereign Wealth Fund

Acronym/Abbreviation	Full Meaning
TEITI	Tanzania Extractive Industries Transparency Initiative
UNGPs	United Nations Guiding Principles on Business and Human Rights
USD / US\$	United States Dollar



FOREWORD

Tanzania stands at an important moment in the governance and development of its natural resources. The country is endowed with significant mineral, oil and gas resources, while global developments including the energy transition, rising demand for critical minerals, technological change and increasing scrutiny of responsible resource governance are reshaping the opportunities and challenges facing resource-rich countries.

The decisions made today about how natural resources are governed, how investments are negotiated, how revenues are managed, how environmental and social impacts are addressed, and how communities participate in decisions that affect their lives will have lasting implications for Tanzania's development. Transparent, accountable, inclusive and sustainable governance of natural resources is therefore not only a matter of policy; it is fundamental to economic development, social justice, environmental sustainability and the protection of human rights.

It is within this context that I am pleased to present the HakiRasilimali Strategy 2026–2030, under the theme "Strengthening Natural Resources Governance in Tanzania." This Strategy provides a clear framework for HakiRasilimali's work over the next five years and builds on the organisation's experience, achievements and lessons from previous strategic periods.

The Strategy reaffirms HakiRasilimali's commitment to evidence-based research, policy advocacy, transparency, accountability, community empowerment and meaningful civic participation in the governance of Tanzania's natural resources. It also responds to emerging realities, including the growing importance of critical minerals, the need for a just and sustainable energy transition, increasing demands for responsible value chains, and the imperative to ensure that resource wealth contributes to broad-based and equitable development.

During the 2026–2030 strategic period, HakiRasilimali will focus on four interconnected strategic areas: strengthening transparency and accountability; advancing a just energy transition; empowering communities and promoting rights; and strengthening institutional growth and sustainability. Together, these priorities reflect our conviction that effective natural-resource governance requires not only strong laws and institutions, but also informed citizens, empowered communities, responsible companies, effective oversight, credible evidence and a vibrant civil society.

The implementation of this Strategy will take place in a complex and evolving environment. HakiRasilimali will therefore remain committed to learning, adaptation, collaboration and responsible stewardship of its resources. The Strategy's emphasis on monitoring, learning and evaluation, risk management, financial sustainability and institutional strengthening is intended to ensure that the organisation remains resilient, accountable and capable of delivering meaningful impact.

We recognise that HakiRasilimali cannot achieve these ambitions alone. The successful implementation of this Strategy will depend on the continued commitment and collaboration of our members, communities, government institutions, regulatory authorities, development partners, researchers, media, private-sector actors and other stakeholders who share the vision of a Tanzania where natural resources are governed transparently, managed sustainably and benefit all citizens equitably.

On behalf of the Board of Directors, I wish to express our appreciation to HakiRasilimali members, staff, partners and stakeholders whose contributions have shaped the organisation's work and informed this Strategy. I also commend the Secretariat for its leadership and commitment in developing this important framework.

As we look towards 2030, HakiRasilimali remains committed to strengthening the role of civil society and citizens in shaping a more transparent, accountable, inclusive and sustainable natural-resource sector. We are confident that, through evidence, dialogue, collaboration and collective action, HakiRasilimali will continue to make a meaningful contribution to strengthening natural-resource governance in Tanzania.

Dr. Donald Kasongi
Board Chairperson
HakiRasilimali
July 2026



MESSAGE FROM THE EXECUTIVE DIRECTOR

I am pleased to present HakiRasilimali's Strategy 2026–2030, which sets out our shared direction and priorities for strengthening natural-resource governance in Tanzania over the next five years.

This Strategy comes at a time of significant change in Tanzania's extractive sector and in the global context within which natural resources are governed. Rising demand for critical minerals, the global energy transition, changing investment patterns, and continuing debates around transparency, accountability and benefit-sharing present both opportu-

nities and challenges. These developments reinforce the importance of a strong, evidence-based and inclusive civil-society voice.

The Strategy builds on HakiRasilimali's experience, partnerships and achievements while responding to emerging challenges and opportunities. Our work will focus on strengthening transparency and accountability, advancing a just energy transition, empowering communities and promoting rights, and building a stronger and more sustainable institution.

Successful implementation of this strategy will require collaboration, learning and adaptation. We will continue to work with our members, communities, government institutions, development partners, researchers, media, private-sector actors and other stakeholders to generate evidence, strengthen dialogue and support meaningful change.

As HakiRasilimali enters this new strategic period, we remain committed to our vision of a Tanzania where natural resources are governed transparently, managed sustainably and benefit all citizens equitably. I look forward to working with the Board, our members, staff, partners and stakeholders to translate this Strategy into meaningful action and lasting impact.

Nicholas A Lekule
Executive Director
HakiRasilimali
July 2026



1.0 BACKGROUND

The narrative of African extractive wealth is often framed through a lens of abundance. A myth that suggests that the continent holds a third of the world's resources and needs only to wait for global demand to come knocking. This abundance mindset obscures a more precarious reality: only a few countries are rich in very specific categories of minerals. The majority of countries on the continent are actually so poor in industrial minerals that, should industrial production pick up, mineral supply challenges would pose an immediate economic security issue. The twin concerns of climate change and energy transition are forcing a shift to technologies like batteries, with a new class of minerals – such as lithium, cobalt and rare earth elements – so called 'critical minerals' taking centre stage in the age-old struggle over the Earth's natural wealth. The global energy transition, defence priorities, digitalisation and the adoption of artificial intelligence are driving a structural surge in demand for a narrow set of critical minerals, reshaping investment priorities and the geopolitics of supply chains. Copper, cobalt, lithium and nickel are essential inputs for renewable power generation, electric vehicles (EVs), battery storage and electricity networks, and demand for these minerals is expected to rise sharply as countries pursue decarbonisation under alternative policy pathways. Projections developed by the International Energy Agency (IEA) indicate that demand for these minerals increases substantially across all scenarios through 2040, including under currently stated policies.

For resource-rich countries, these dynamics bring opportunities to secure investment and ensure that resource wealth delivers lasting benefits. In this environment, the quality of governance matters greatly. Decisions taken today – on how contracts are awarded, how revenues are managed, how potentially negative impacts are mitigated, and how benefits are shared – will determine whether natural resources contribute to stability and development or whether they will deepen existing challenges. Transparency and inclusive governance are essential for building and maintaining public trust, and for ensuring that decisions relating to the sector – including on the terms of resource deals – are made in the public interest. The context within which extractive industries are being managed is becoming ever more complex and less predictable.

Tanzania's extractive sector is entering a period of significant transformation driven by rising global demand for minerals, increased state ambition to leverage natural resources for industrialisation, and heightened scrutiny from citizens and international partners. Against this backdrop, HakiRasilimali continues to play a critical role as a national convener, evidence generator, and advocate for transparency, accountability, and benefit-sharing. HakiRasilimali's strategic plan for 2026 - 2030 is shaped by both its robust past achievements and closely engaging in discourses in the rapidly evolving landscape of the extractive industry.

The organisation's strategic plans 2017–2020 and 2021–2025 laid the foundation for transparency, accountability, community engagement, and institutional strengthening. Recent annual and outcome reports (2022–2024) indicate substantial progress in influencing policy through research, capacity building, and advocacy on extractive governance in Tanzania. Tanzania is endowed with significant mineral and hydrocarbon resources. As HakiRasilimali moves forward, it is expected to contribute addressing new dynamics in Tanzania's extractive sector alongside global trends on governance reforms, the global energy transition, critical minerals demand, and revenue management.

Recent dynamics and experience show that without effective management, resource wealth can lead to negative outcomes, such as conflict, environmental damage, and human rights abuses.

Since 2017, Tanzania has taken steps to address structural challenges, including laws and policy reforms to strengthen government control over natural resources and align the extractive sector with national interests. On the other hand, the government is actively encouraging more local values, addition and beneficiation. For example, amendments to the Mining Act in 2024 empowered the Minister to mandate that a portion of minerals be refined and sold domestically, to feed emerging local refineries. Advocacy in the new strategic period will continue pushing for effective governance that genuinely benefits Tanzanians, alongside investments in processing facilities (refineries, smelters) that move Tanzania beyond being an exporter of raw materials to a producer of higher-value products.

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HakiRasilimali's strategic plan for 2026 - 2030 is shaped by both its robust past achievements and closely engaging in discourses in the rapidly evolving landscape of the extractive industry.



2.0 ABOUT HAKIRASILIMALI

HakiRasilimali is a Tanzanian civil society coalition established in 2010 and duly registered under the Non-Governmental Organisations Act in 2017, Registration Number 00NGO/R2/00074. The organisation operates as a national research, learning, and advocacy platform comprising member organisations engaged in matters relating to the governance of the mining, oil, and gas sectors. Originally constituted as an online community of practice, HakiRasilimali has since developed into a structured institutional network with a mission to promote accountability, transparency, and equitable management of natural resources through evidence-based advocacy and policy engagement.

HakiRasilimali maintains a broad and diverse membership drawn from multiple regions of the United Republic of Tanzania and across thematic areas within the extractive industries. The organisation has established formal and functional working relationships with relevant government ministries, regulatory authorities, private-sector actors, and civil-society organisations. HakiRasilimali is a member of the Resource Justice Network (formerly Publish What You Pay), holding an equivalency determination status comparable to that of a United States Certified Public Charity, a member of the Kimberley Process Civil Society Coalition (KP CSC) and represents the

civil-society constituency on the Tanzania Extractive Industries Transparency Initiative (TEITI) Committee. In furtherance of its mandate, HakiRasilimali has conducted and commissioned rapid re-

sponse research and policy analyses that have informed and contributed to legislative, regulatory, and policy reforms within Tanzania's extractive sector.

3.0 THE IDENTITY OF HAKIRASILIMALI



Our Vision for 2030: A Tanzania where natural resources are governed transparently, managed sustainably, and benefit all citizens equitably.



Our Mission: To promote transparent, accountable, and inclusive governance of Tanzania's natural resources through research, capacity building, advocacy, and community empowerment.



4.0 CONTEXT OF OUR WORK



4.1 Political Context

Extractives remain central to Tanzania's development agenda, making the sector both a national priority and a politically sensitive area. Ongoing contract reforms, local content initiatives, and efforts to attract investment offer opportunities to embed transparency and accountability norms. However, fluctuations in civic space and regulatory scrutiny of NGOs require careful engagement and strong compliance systems. Regional and global frameworks such as EITI, AU critical minerals strategy, and just transition commitments will increasingly influence policy direction.



4.2 Economic Context

Tanzania's economic landscape is characterised by reliance on extractive revenues, exposure to commodity price volatility, and rising fiscal pressures. At the same time, the global shift toward renewable energy and critical minerals presents substantial opportunities for investment, value addition, and expanded governance work. Donor priorities are gravitating toward climate governance, responsible sourcing, and supply-chain transparency, aligning well with HakiRasilimali's mission.



4.3 Social Context

Communities in mining and gas regions continue to face unmet expectations around jobs, compensation, and development benefits. Social tensions are exacerbated by environmental impacts, land conflicts, and weak grievance mechanisms. Women and youth remain underrepresented in extractive decision-making and face systemic barriers to participation. The ASM sector provides livelihoods for thousands, but remains informal and hazardous. These conditions amplify the need for community empowerment, human rights frameworks, and stronger citizen-led oversight.



4.4 Technological Context

Advances in digital technologies, including revenue dashboards and e-governance systems, offer powerful tools for increasing transparency. However, data quality, digital literacy, and cybersecurity risks remain significant challenges. There is growing potential for e-learning platforms and digital tools to expand capacity-building among stakeholders nationwide.



4.5 Environmental Context

Climate change and environmental degradation pose escalating risks to mining communities and national development objectives. Key issues include tailings management, water pollution, mine closure liabilities, deforestation, and vulnerability to extreme weather events. Global ESG standards and responsible sourcing requirements are becoming increasingly stringent, creating pressure to improve environmental governance and align with the climate.

4.6 Legal and Regulatory Context



Tanzania's legal framework for extractives has undergone considerable reform, yet gaps persist between policy and implementation. Inconsistent enforcement, limited contract transparency, challenges in land and compensation processes, and barriers to accessing information constrain accountability. Regulation of civil society, media, and digital communication continues to evolve, underscoring the need for compliance and risk-sensitive advocacy.

5.0 REVIEW OF THE HAKIRASILIMALI 2021 – 2025

STRATEGIC PLAN

The strategic period between 2021 and 2025 has seen HakiRasilimali evolving, adapting and delivering in a complex and changing governance context. Internally, HakiRasilimali has grown stronger, with expanded staffing, improved governance, and a more diverse pool of funding partners. The ever-growing collaborations with strategic partner organisations have helped solidify its presence both nationally and across the region. Below is a detailed reflection on the performance across the four strategic outcomes:

Outcome 1: Increased transparency in extractive sector revenue management for equitable distribution of resources

HakiRasilimali has played a central role in promoting transparency in revenue flows within the extractive sector through sustained policy engagement, evidence-based advocacy, and multi-stakeholder collaboration. The organization's influence is reflected in both measurable improvements in disclosure practices and the broader institutionalization of transparency mechanisms.

3.1.1 Beneficial Ownership Compliance Trends The percentage of extractive companies complying with beneficial ownership (BO) disclosure requirements has increased. The most recent data for 2023/24 shows that 54.17% of required companies disclosed their BO information. This reflects consistent advocacy and sector-wide emphasis on disclosure, though gaps in enforcement persist.

Year	Companies Re-quired	Companies Com-plied	Compliance (%)
2019/2020	40	26	65.00
2020/2021	45	25	55.56
2021/2022	43	24	55.80
2022/2023	46	25	54.35
2023/2024	48	26	54.17



This trajectory reflects both the effectiveness and limitations of Tanzania's BO regulatory environment. The initial surge followed intensive awareness campaigns and regulatory support, with HakiRasilimali playing a prominent role in CSO coalitions pushing for compliance and public access to disclosures.

Complementary Contributions:

- Between 2017 and 2024, HakiRasilimali produced 14 budget and policy briefs related to mining, oil and gas, and fiscal accountability. Notable outputs include the "LNG Governance Brief," "Gender and ASM Budget Tracker," and the 2023 "Climate and Extractives Analysis," which addressed cross-cutting transparency challenges.
- In 2024, the platform also launched a transparency tracker prototype for testing within partner networks, aiming to increase the usability of data for community monitoring.
- In 2020 and again in 2023, the organization facilitated national dialogues on beneficial ownership. These sessions informed high-level committee discussions and revisions of TEITI guidance materials.
- By 2024, their flagship publication Unmasking Beneficial Ownership not only mapped non-compliance but proposed legislative amendments, including language that was cited in both donor reports and a TEITI board session summary.

Outcome 2: Increased citizen capacity to participate in demanding transparency and accountability

From 2021 to 2025, HakiRasilimali made substantial investments in empowering citizens and amplifying their voices in the governance of Tanzania's extractive sector. This included developing platforms, training forums, multimedia campaigns, and community-based engagement structures.

Key Indicator 1: Citizen engagement through community media

HakiRasilimali expanded the use of community radio stations to raise awareness and encourage discussion around extractive governance. Radio campaigns grew steadily, from only three programs in 2017 to 14 in 2024. This helped broaden access to information among rural and peri-urban populations.

Key Indicator 2: Number of public forums and citizen advocacy events held

Public forums, such as Extractive Baraza and Hoja Yako Mezani, grew in frequency and participation. These spaces allowed community members to raise concerns with duty bearers and share local experiences. From 1 forum in 2017, the number grew to at least 5 by 2024.

Key Indicator 3: Participation of women and marginalized groups

HakiRasilimali made targeted efforts to include women and other marginalized groups. Between 2017 and 2024, the estimated number of women and underrepresented participants increased from around 50 to over 200 per year, supported by symposiums, policy dialogues, and grassroots outreach.

Key Indicator 4: Total citizens reached

Through a combination of in-person events, radio, and online platforms, citizen outreach expanded significantly. In 2017, roughly 200 people were reached, rising to over 1,800 by 2024. This growth reflects the scaling of digital campaigns and partnerships with local broadcasters.

Narrative and learning reflections

Throughout this period, HakiRasilimali helped shift civic participation from isolated feedback moments to sustained public engagement. Radio programming emerged as a cost-effective tool to democratize access to information. Public forums empowered citizens to voice concerns directly to authorities, reinforcing mutual accountability.

Targeted efforts to engage women were crucial. While participation improved, systemic barriers to inclusion remain, particularly around access to leadership roles in local advocacy. These insights underscore the importance of sustained investment in civic education and gender-responsive engagement strategies. The chart below summarizes the trends across key citizen engagement indicators:

Outcome 3: Enhanced capacity of stakeholders to influence policies, laws, and practices

Between 2021 and 2025, HakiRasilimali consistently invested in strengthening the capacity of stakeholders including civil society organizations, community-based organizations, legislators, and media to meaningfully influence extractive sector governance. This outcome was pursued through research, training, direct policy engagements, and multi-stakeholder collaboration.

Number of policy briefs, research papers, and advocacy publications produced

HakiRasilimali has produced more than 40 research and analytical publications. These included policy briefs, budget analyses, thematic studies, and legal critiques. Key milestones include:

- **2021:** Five major papers, among them a COVID-19 impact brief and a budget analysis aligning sector financing with the national development plan.
- **2021–2024:** At least 12 additional pieces including the landmark draft “Mineral Revenue Management Act,” DARUBINI briefings, and LNG governance publications.



Key Indicator 2: Legislative and policy engagements supported

HakiRasilimali supported a broad range of policy processes:

- Provided inputs on the Written Laws (Miscellaneous Amendments) Bill, 2019 and again in 2023.
- Presented fiscal reform proposals to the Energy and Minerals Parliamentary Committee in 2023.
- Convened policy dialogues that included senior ministry officials and legislators such as Hoja Yako Mezani in 2021 and 2022.
- Participated in national policy hearings and launched grassroots-informed legal reform proposals.

Key Indicator 3: Stakeholder capacity-building and knowledge dissemination

Efforts to build stakeholder influence included:

- Annual Jukwaa La Uziduaji gatherings with government, CSOs, and private sector (2017 to 2024).
- Establishment of the ESKi (Extractive Sector Knowledge Incubator) with four cohorts trained by 2024.
- Training of over 100 journalists, community leaders, and CSO representatives across the eight years on fiscal policy, legal frameworks, and contract negotiation.

Key Indicator 4: Demonstrated influence on legal or policy change

Notable policy shifts influenced by HakiRasilimali advocacy include:

- **2021:** Use of the draft Mineral Revenue Management Act to inform parliamentary committee review.
- **2023:** Recommendations on TEITI report scrutiny and critical mineral strategy tabled for government review.
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Narrative and Learning Reflections

This outcome area highlights HakiRasilimali's ability to bridge technical knowledge with practical influence. The production of high-quality, targeted policy research enabled credible engagement with policymakers. Moreover, strategic convening of actors across the ecosystem from grassroots to Parliament allowed the platform to foster shared understanding and alignment around reform goals.

While there was visible uptake of recommendations in some legislative spaces, others remained resistant to feedback, particularly where policy processes were rushed or politically sensitive. These dynamics underline the importance of persistent engagement, pre-positioned knowledge products, and broad coalition-building as levers for policy change.

Outcome 4: Institutional sustainability of HakiRasilimali enhanced

HakiRasilimali prioritized internal growth and strategic governance to strengthen its institutional base. The organization made deliberate investments in staffing, governance, financial sustainability, and knowledge systems, positioning itself as a stable and resilient platform for extractives advocacy.

Key Indicator 1: Staffing and Human Resource Development

HakiRasilimali expanded its staff structure and attracted competent professionals to the Secretariat:

- From 2017 to 2024, permanent staff increased from 2 to 7, including the addition of a Finance Officer, Program Assistant, and MEL Lead.
- Internship programs were consistently offered to nurture young talent, with formal onboarding and performance systems introduced from 2020 onwards.

Professional development was actively encouraged. In 2023 alone, staff participated in at least five external training courses covering mineral governance, MEL systems, financial auditing, and regional extractives strategy.

Key Indicator 2: Governance and Oversight Mechanisms

HakiRasilimali maintained a robust governance structure composed of a Board of Directors, General Assembly, and Joint Partners Meeting (JPM):

- The Board met quarterly from 2018 through 2025 to review strategy, budgets, compliance, and organizational performance.
- Annual General Meetings were held consistently, attended by member organizations and auditors, providing formal approval for narrative and financial reports.

- Strategic retreats and mid-year reviews (e.g. Magoroto 2024, Giraffe Hotel 2023) fostered internal reflection and planning.

Key Indicator 3: Financial Management and Sustainability

Over the period, the organization demonstrated steady financial growth:

- Funding sources diversified from 3 in 2017 to over 10 by 2025, including support from Oxfam, Swissaid, Wellspring, WFT, OSIEA, and the Energy Transition Fund.
- Budget utilization remained aligned with strategic goals, with over 65 percent of funds going to program implementation.
- In 2022 and 2024, budget analysis exercises helped strengthen strategic financial planning and sharpen resource alignment to core outcomes.

Key Indicator 4: Internal Systems and Strategy Alignment

The institution invested in operational systems and strategic alignment initiatives:

- Developed and revised internal policies including Human Resources, Resource Mobilization, MEL, and Financial Management Manuals.
- Conducted MEL training workshops for both the Secretariat and member organizations (e.g May 2023 workshop with 33 participants).
- Carried out digital security assessments and rebranding to strengthen institutional identity and resilience.

Narrative and Learning Reflections

Institutional sustainability was not treated as an administrative function but as a strategic pillar underpinning the success of advocacy and program work. The deliberate build-up of human and financial capital enabled more agile and resilient program delivery. Board-level engagement remained consistent and participatory, while member-led governance structures allowed for accountability and direction-setting.

Capacity investments in MEL and digital security indicate forward-looking governance priorities. Nonetheless, challenges such as high dependency on donor funding and underrepresentation of women in leadership persist, pointing to the need for diversified revenue strategies and stronger gender-mainstreaming in governance.



6.0 HAKIRASILIMALI ALIGNMENT TO THE CONTEMPORARY CONTEXT NATIONALLY AND GLOBALLY

The Strategic Plan 2026-2030 defines how HakiRasilimali will engage with and work on extractives governance in tandem with the ambitions to contribute to achieving **Sustainable Development Goals (SDGs) and Tanzania's Vision 2050**. This Strategic Plan sets out a course to harness the capabilities and ambitions of our members, building partnerships and collaborations with allied professionals and organisations, especially at national and regional levels, and directing these efforts to inform promising practices for addressing the many extractives -related challenges around the world. Key focus areas are:

6.1 Transparency and Accountability

Promoting transparency and accountability has been at the core of HakiRasilimali's mission and remains a critical focus area for the 2026 – 2030 strategy period. Tanzania is a member of the Extractive

Industries Transparency Initiative (EITI), which requires disclosure of payments, contracts, and beneficial owners. In recent years, Tanzania's governance of extractives has improved comparatively. For example, during the 2019 EITI validation, the country initially had gaps, but by 2023, Tanzania was reported to have "excelled" in meeting the civil society engagement requirements (Requirement 1.3), partly due to HakiRasilimali's CSOs' coordinating role in the Multi-Stakeholder Group. In addition, HakiRasilimali facilitated the nomination and training of civil society representatives in TEITI.

6.2 Observatory on Just Energy Transition

The period 2026–2030 will also be crucial for balancing Tanzania's fossil fuel development with global climate commitments. This puts pressure on new fossil fuel projects worldwide, such as Tanzania's LNG project. Calls for a global phase-out of fossil fuels underscore that large fossil projects will continue to face scrutiny from local and international stakeholders during the 2026 – 2030 period. HakiRasilimali's advocacy efforts will be centred on analysis and observatory on fair and equitable energy transition. One interesting development over the past two years is that Tanzania briefly benefited from Europe's energy crisis in 2022, as European countries (the Netherlands, Poland, etc.) sought alternatives to Russian coal and gas. Bank of Tanzania Monthly Economic Review (December 2022) reports that Coal worth USD 141.6 million was exported in the year ending November 2022, higher than USD 13.2 million in the corresponding period in 2021. While this windfall boosted Tanzania's export earnings, it is temporary as Europe is largely committed to closing coal power plants. Tanzania must focus on resources such as nickel, cobalt, and rare earths as the global pivot to renewables gains momentum.

6.3 Critical Minerals and Responsible Value Chains

The energy transition is driving the demand for critical minerals such as lithium, cobalt, nickel, copper, graphite, and rare earth elements. The minerals are the building blocks of batteries, electric vehicles (EVs), wind turbines, solar panels, and other low-carbon technologies, which make them strategically vital. This sharp increase in demand has huge implications globally and specifically for Tanzania. While it offers resource-rich countries a chance to boost industrialisation and revenues, it also risks repeating past problems associated with mining booms, such as corruption, conflict, and environmental harm in producing areas.

Thus, responsible business conduct in critical mineral value chains has become a priority internationally. Governments and industries are enacting frameworks for responsible sourcing, such as the OECD's Due Diligence Guidance for Responsible Mineral Supply Chains, which provides steps for companies to avoid human rights abuses and corruption in their supply chains.

Tanzania itself holds several critical minerals. The Kabanga nickel deposit in northwestern Tanzania is one of the world's largest undeveloped nickel sulphide resources, vital for EV batteries, and has significant graphite deposits (also vital for EV batteries). Tanzania is gearing up to participate in the critical minerals boom and already has a "strategic and critical minerals strategy," and HakiRasilimali participated in the initial reviews of the draft. HakiRasilimali's upcoming strategic plan is expected to include advocacy for responsible critical mineral development, building on its work on transparency and human rights.

6.4 Revenue Management and Sustainability

A constant challenge for resource-rich countries is managing extractive revenues sustainably and

equitably. Tanzania's extractive revenue management systems have improved incrementally over the past decade. The 2021 – 2025 strategy highlighted key issues, including tracking extractive sector revenues, fiscal regimes, and the risk of illicit outflows. By 2022, HakiRasilimali was actively providing policymakers with evidence-based recommendations on revenue management. Two notable legal and policy provisions are the establishment of the Oil and Gas Fund under the Oil and Gas Revenue Act (2015) and the 2025 government commitment to establish a Sovereign Wealth Fund (SWF).

Ensuring that both funds, when operational, are transparently managed and insulated from political interference will be the major challenge. Similarly, at local levels, there are provisions (under the Mining Act) for a percentage of mining royalties to be allocated to local government authorities and communities. Likewise, Tanzania has taken steps to review mining contracts, close tax loopholes, and address illicit financial flows, and tax justice remains high on the agenda. HakiRasilimali's work with journalists from 2023 to 2025 to expose illegal mining practices and the complexity of beneficial ownership is one of the activities aimed at addressing revenue challenges.

6.5 Artisanal and Small-scale Miners (ASM)

ASM accounts for a significant portion of mineral production (especially gold and gemstones) and provides livelihoods to thousands, yet ASM operators often operate informally with little support, working under harsh conditions. The 2026 - 2030 strategy will push towards more formalisation of ASM and reduce dangerous practices such as the use of mercury in gold processing and use of child labour. HakiRasilimali's previous work included advocacy to document ASM contributions in the mining sector and to include them in the TEITI formal annual reports, which is a step towards giving small-scale miners visibility and voice in governance.



7.0 STRATEGIC FRAMEWORK FOR 2026-2030

This section defines potential HakiRasilimali's strategic goals for 2026 to 2030, each with specific objectives and desired outcomes. These goals flow from the situational analysis and are based on an independent evaluation of the previous strategy (2021 – 2025) and annual reports of interventions. Four potential strategic areas are recommended for 2026–2030. Each area aligns with the platform's core mission of advocating for just, transparent, and inclusive extractive governance in Tanzania, while evolving to address emerging challenges and priorities.

7.1 TRANSPARENCY AND ACCOUNTABILITY:

GOAL 1: Strengthen transparent, equitable and accountable governance of Tanzania's extractives sector. This goal will ensure continuity of HakiRasilimali's core mission of improving extractive industry governance (including governance of the ASM sector) for public benefit, and that management of oil, gas, and mineral resources is open, corruption-free, and respects human rights and local communities. This will position Tanzania as a reputable player in global critical mineral supply chains, meeting rising international standards for environmental and social governance.

Outcome 1: Expanded civic oversight. Strengthened civil society and community participation in extractive-industry oversight mechanisms such as Tanzania Extractive Industries Transparency Initiative (TEITI), parliamentary committees, and sub-national monitoring forums, leading to greater public scrutiny in the sector.

Output 1.1: Increased civil society participation in accountability platforms.

HakiRasilimali members, broader civil society and communities are effectively represented in multi-stakeholder groups (such as the TEITI Multi-Stakeholder Group) and other oversight bodies. Proposed activities include facilitating training and coordination of CSO representatives in TEITI, convening pre- and post-meeting CSO caucuses to ensure civil society voices are well-prepared and heard, and organising feedback sessions.

Output 1.2: Expand disclosure of key extractive sector data & information

Ensure that the public has access to extractive data, such as contracts, government revenues, revenue from ASM, company payments, and environmental impact assessments, and that this information is regularly published and updated, and that citizens actively use it to demand accountability. Proposed activities include publishing simplified briefs, infographics, and stories that explain disclosed data (to translate EITI reports and budget analyses into citizen-friendly information), and training journalists and community monitors to analyse and interpret extractive data. HakiRasilimali will also continue with independent analyses.

Output 1.3: Build the capacity of civil society and policy makers to monitor and analyse extractive sector data and budgets.

Regular publication of clear and comprehensive reports on extractive revenues (royalties, taxes, fees) and how they are distributed (central government, local governments, sovereign wealth fund), as well as making sure that information on production, sales and financial flows related to ASM is accessible. HakiRasilimali will ensure that these reports are accessible and easy to use for the public. Proposed activities include advocating through TEITI for expanded disclosure, producing fact sheets that break down revenues and expenditures, training Members of Parliament to utilise extractive revenue data in their oversight role, and providing training on the sector through HakiRasilimali's Extractive Sector Knowledge Incubator (ESKi).

Outcome 2: Improved policy frameworks. Advocate for the enforcement of transparency and accountability provisions in laws, regulations, and institutions governing extractives, aligned with national and international best practices for good governance.

Output 2.1: Effective oversight and enforcement

Oversight institutions and processes, such as TEITI, the energy and mining parliamentary committee, and the controller and auditor general, actively monitor compliance with transparency requirements, and penalties for non-compliance are implemented. Proposed activities include following up on extractive reports findings, publicly spotlighting any violations. HakiRasilimali will leverage its established relationships with government agencies to address accountability gaps at the national and sub-national levels.



Output 2.2: Reformed laws and policies for transparency.

Policy and legal amendments to improve transparency and accountability mechanisms in the extractive sector. Proposed activities include evidence-based policy recommendations and global standards to address gaps in current frameworks, provide technical input during law and policy review processes, convene high-level advocacy dialogues with MPs, and maintain ongoing engagement with policymakers through platforms such as Jukwaa La Uziduaaji.

Output 2.3: Fair revenue-sharing.

Advocate for fair revenue-sharing that benefits local populations and that extractive revenues are invested in ways that promote long-term development and sustainability, rather than short-term consumption. This includes channelling funds to social services, economic diversification, and savings for future generations. Proposed activities include advocating for mechanisms such as a Sovereign Wealth Fund with strong transparency and accountability provisions, and policy recommendations on rules for depositing revenues and making withdrawals in a sustainable manner.

Outcome 3: Increased corporate accountability. Mining companies operate with greater accountability and social responsibility, reducing harms for communities in mineral-rich areas. This means companies adopting better corporate social responsibility (CSR) practices and communities being empowered to advocate for their rights

Output 3.1: Community–Company agreements and grievance mechanisms. Advocate for fair benefit-sharing agreements between companies and host communities, and for accessible grievance-redress mechanisms for local communities that meet international standards, such as the UNGPs. Proposed activities include dialogues between communities and companies to negotiate Community Development Agreements (CDAs) and to advocate for accessible grievance offices where citizens can lodge complaints. These efforts address long-standing issues, such as inadequate compensation for land or environmental damage, which HakiRasilimali has identified as critical in past strategy reviews.

7.2 JUST ENERGY TRANSITION

GOAL: Advance a just and sustainable energy transition for Tanzania by leveraging Tanzania's critical mineral wealth and by advocating for a phased reduction in reliance on fossil fuels, specifically coal and gas, and an accelerated adoption of renewable energy alternatives. This aims to align Tanzania's development with global climate commitments and mitigate the long-term risks of fossil-fuel dependence.

Outcome 1: Critical minerals are incorporated into Tanzania's energy and industrial strategies. Ensure that the exploitation of critical minerals is aligned with renewable energy goals and industrialisation efforts. This outcome would see cross-sector policy coordination (mining, energy, environment, and industrialisation) that recognises minerals like graphite, nickel, and rare earths as enablers of a clean energy future.

Output 1.1: A clear government strategy or policy framework is in place linking critical mineral de-

velopment with the country's energy transition objectives (such as commitments under the Paris Agreement or Sustainable Development Goal 7 on clean energy). Proposed activities include providing research to policymakers on how minerals such as lithium, graphite, and cobalt can support renewable energy projects.

Outcome 2: Increased domestic value addition and technological innovation in critical minerals so that Tanzania moves beyond raw mineral exports, up the value chain and creates jobs linked to the energy transition. Success by 2030 could be measured by the establishment of local processing facilities, such as refineries, battery assembly lines, or joint ventures producing components for the solar, wind, or battery industries.

Output 2.1: Increased local processing and manufacturing projects. Proposed key activities: Host multi-stakeholder forums (government, investors, researchers, development partners) to map out value chain opportunities for priority minerals. While HakiRasilimali is not an industrial actor, it will use its convening power to ensure civil society voices insist on value addition rather than just extraction, echoing the platform's emphasis that extractives should benefit Tanzanians.

Outcome 3: Stakeholder awareness and engagement. Increased public and stakeholder support for renewable energy transition, with communities and civil society informed about climate change impacts and actively participating in transition dialogues. This outcome ensures the energy shift is driven by an informed public

Output 3.1: Evidence for alternative paths. Research and analysis highlighting the economic, social, and environmental trade-offs of continued fossil fuel projects versus renewable options and outlining pathways for a just transition. Proposed activities include publishing studies on the impacts of major fossil fuel projects and viable renewable energy alternatives, informing stakeholders through policy briefs, community workshops in affected regions, and national dialogues including energy transition topics.

Output 3.2: Public education & campaigns on energy transition. Increased public awareness of the benefits of renewable energy and the costs of fossil fuels, generating broader support for policy changes. Proposed activities include an awareness campaign (leveraging radio, TV, social media) that links local climate change effects (droughts, floods) to fossil fuel use and highlights the success of renewable energy projects. These efforts will build on HakiRasilimali's collaborations with partners to raise the profile of energy transition issues, ensuring that momentum from global discourse translates into local demand for cleaner energy.

7.3 COMMUNITY EMPOWERMENT AND RIGHTS:

Strengthen civic engagement and policy advocacy

GOAL: Build the capacity of local communities to understand, assert, and defend their rights related to land, environmental protection, and natural-resource benefits, while strengthening community voices and influence in decision-making. This aims to promote equitable resource governance, reduce community-company conflicts, and ensure that extractive activities contribute to inclusive and

sustainable local development.

Outcome 1: Strengthened the capacity of civil society and grassroots actors to engage meaningfully in extractive-sector governance

Civil society organisations, community-based organizations, and grassroots leaders possess the knowledge and skills required to interpret extractive policies and contracts, engage duty-bearers, and support communities in claiming their rights.

Output 1.1: Structured and sustained capacity-building programmes are delivered to civil society coalitions and grassroots organisations on extractive governance, including mining, oil and gas legal frameworks, contract transparency, environmental safeguards, and access to remedy mechanisms. Proposed activities include trainings, training-of-trainers sessions, and refresher courses tailored to local contexts.

Output 1.2: Simplified community toolkits on land rights, environmental rights, and benefit-sharing mechanisms are developed and disseminated in accessible formats. These toolkits translate complex laws and policies into practical guidance for community use.

Output 1.3: Community paralegal networks are strengthened, equipped, and operationalised to provide legal support, rights awareness, and referral services at the local level. Support includes mentorship, legal updates, coordination platforms, and linkages with legal aid providers.

Output 1.4: Women and youth leadership programmes in natural-resource governance are established and supported, enhancing inclusive participation and representation in community decision-making processes. Special focus is placed on overcoming structural barriers faced by women and young people in extractive contexts.

Output 1.5: Targeted local capacity-building sessions are conducted to prepare community representatives for structured engagement with mining, oil, and gas companies, including negotiation skills, dialogue, and grievance mechanism processes.

Outcome 2: Increased public awareness of resource rights and improved community participation in extractive decision-making

Communities have improved awareness of their rights and responsibilities, actively participate in local resource-governance processes, and utilise formal and informal channels to influence decisions affecting their land, environment, and livelihoods.

Output 2.1: Public education campaigns are designed and implemented to raise awareness on community rights, extractive contracts, environmental obligations, and grievance mechanisms. Campaigns are tailored to different audiences, including rural communities, women, youth, and local leaders.

Output 2.2: Regular community dialogues, radio programmes, and forums are facilitated to create safe and inclusive spaces for information sharing, debate, and feedback between communities, authorities, and companies.

Output 2.3: A range of multimedia awareness materials, including posters, videos, infographics, and social-media content, are produced and disseminated to reinforce key messages on rights and participation.

Output 2.4: Community-based monitoring and reporting tools are established and supported to enable communities to track environmental impacts, social commitments, and company compliance at the local level.

Outcome 3: Evidence-based community advocacy influences policies and decision-making processes. Community experiences, data, and priorities are systematically documented and used to influence laws, policies, corporate practices, and institutional accountability in the extractive sector.

Output 3.1: Policy briefs, position papers, and community evidence reports are produced, linking grassroots experiences, monitoring data, and legal analysis to inform policy and regulatory reforms.

Output 3.2: Structured and regular engagement platforms are maintained with government institutions, parliamentarians, and regulatory agencies to present community evidence and advocate for responsive action.

Output 3.3: Community-company dialogue platforms are institutionalised, promoting transparent communication, dispute prevention, and follow-up on commitments and grievances.

Output 3.4: Advocacy coalitions are strengthened and coordinated to push for reforms in extractive-sector laws, regulations, and enforcement practices, grounded in community priorities and evidence.

7.4 INSTITUTIONAL GROWTH AND SUSTAINABILITY

Build organizational capacity and sustainable partnerships

GOAL: Strengthen HakiRasilimali's institutional capacity, governance, and long-term sustainability to enable the coalition to effectively deliver on its mandate of promoting transparency, accountability, and responsible governance in Tanzania's natural resources.

Outcome 1: Strengthened institutional governance, financial management, and accountability systems. HakiRasilimali operates with robust governance structures, transparent financial systems, and efficient internal processes that ensure credibility, compliance, and effective oversight by members, the Board, and partners.

Output 1.1: Regular external audits and Board performance evaluations are conducted, and findings are systematically reviewed and acted upon to strengthen fiduciary oversight and strategic leadership.

Output 1.2: Organisational policies, internal controls, and governance manuals are reviewed, updated, and operationalised, including policies on finance, procurement, human resources, conflict of interest, and ethics.

Output 1.3: Data management, monitoring, evaluation, and reporting systems are strengthened to support evidence-based decision-making, donor compliance, learning, and institutional accountability.

Output 1.4: Core organisational systems and processes, including procurement, human resource management, information technology, and data/security protocols, are strengthened to improve efficiency and risk management.

Output 1.5: A clear membership growth and engagement strategy is implemented, and strategic alliances with national and international NGOs are formalised to enhance collective action, legitimacy, and reach.

Outcome 2: Diversified and sustainable funding base established HakiRasilimali secures predictable, diversified, and ethical financing that reduces dependence on single funding sources and enables long-term programmatic planning and institutional resilience.

Output 2.1: A comprehensive resource mobilization and fundraising strategy is developed and implemented, outlining funding priorities, target donors, partnership models, and sustainability pathways.

Output 2.2: High-quality funding proposals are developed and submitted to a diverse range of partners, including foundations, bilateral donors, multilateral agencies, and philanthropic institutions aligned with HakiRasilimali's mission.

Output 2.3: Fee-for-service and income-generating mechanisms such as consultancy services, training programs, policy advisory work, and research products are initiated and institutionalized in line with the coalition's values and expertise.

Output 2.4: Strategic partnerships are established to co-design and implement joint programs, leverage complementary expertise, and access pooled funding opportunities at national, regional, and global levels.

Outcome 3: Enhanced staff capacity, leadership development, and organizational culture



HakiRasilimali nurtures a skilled, motivated, and values-driven team capable of delivering high-quality research, advocacy, and community engagement, while fostering a healthy and inclusive organisational culture.

Output 3.1: A structured staff development and leadership training programme is designed and rolled out annually, focusing on technical skills, management competencies, and strategic leadership in extractive governance.

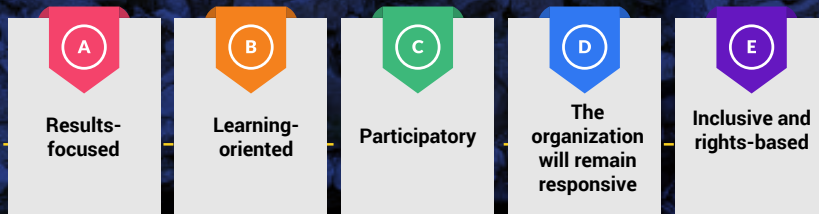
Output 3.2: Staff wellness, retention, and mentorship initiatives are implemented to support staff well-being, institutional memory, and long-term organisational stability.

Output 3.3: A centralised digital knowledge repository is established to house research outputs, policy briefs, learning materials, and institutional documentation on extractive industries and related governance issues.

Output 3.4: Targeted capacity-building initiatives are implemented in core thematic areas, including research and data analysis, policy advocacy, project management, stakeholder engagement, and communications.

Output 3.5: An organisational culture framework is strengthened that promotes innovation, collaboration, equity, accountability, and transparency across the coalition and its membership.

MLE Approach



8.0 MONITORING, LEARNING AND EVALUATION

8.1 Purpose and Approach

In ensuring that this strategy is robust and effectively delivering on the key thematic areas, HR will establish a practical, learning-oriented Monitoring, Learning and Evaluation (MLE) system to track progress, assess results, generate evidence, strengthen accountability, and support continuous adaptation throughout the 2026–2030 strategic period. **Our Destination 2030 strategy is supported by a results framework.** The established MLE system will be designed to support both accountability and learning. This will enable HR to assess whether planned interventions are being implemented effectively, whether outputs and outcomes are being achieved, what changes are occurring in the extractive governance environment, and how the organization can adapt its strategies in response to evidence, learning and changing circumstances.

The MLE approach will be guided by the following principles:

1. Results-focused: Monitoring will focus not only on activities completed but also on changes in knowledge, behavior, practices, policies, institutional performance and community participation.
2. Learning-oriented: Evidence generated through implementation, research, advocacy and engagement will be used to improve programming and inform strategic decisions.
3. Participatory: Members, communities, partners, staff and other stakeholders will contribute to monitoring, reflection and learning where appropriate.
4. The organization will remain responsive to changes in Tanzania's political, legal, economic, social and extractive-sector environment.
5. Inclusive and rights-based: Data and learning processes will, where appropriate, consider gender, age, disability, geographic location and other factors relevant to equitable participation and impact
- 6.



8.2 Strategic Monitoring Priorities

The MLE system will track progress across the four strategic areas as follows:

Strategic Area 1: Transparency and Accountability

Key areas of monitoring will include:

- Participation and representation of civil society in extractive-sector oversight mechanisms;
- Access to and use of extractive-sector data and information;
- Capacity of CSOs, communities, journalists and policymakers to analyze extractive-sector information;
- Policy and legal reforms influenced by evidence and advocacy;
- Responsiveness of oversight institutions to accountability concerns;
- Progress in revenue transparency and fair revenue-sharing;
- Improvements in company accountability, community benefit-sharing and grievance mechanisms.

Strategic Area 2: Energy Transition and Fossil Fuel Phase-Out

Key areas of monitoring will include:

- Evidence generated on critical minerals and the energy transition;
- Policy and stakeholder engagement on critical minerals and renewable energy;
- Progress in advocacy for responsible value addition and local processing;
- Stakeholder awareness and engagement on energy transition issues;
- Evidence of the integration of social, environmental and governance considerations into energy-transition debates.



Strategic Area 3: Community Empowerment and Rights

Key areas of monitoring will include:

- Number and quality of community and grassroots actors receiving capacity-building support;
- Increased knowledge of land, environmental and resource rights;
- Functionality of community paralegal and community-monitoring mechanisms;
- Participation of women and youth in resource-governance processes;
- Community use of grievance and accountability mechanisms;
- Evidence of community priorities influencing policies, decisions and corporate practices.

Strategic Area 4: Institutional Growth and Sustainability

Key areas of monitoring will include:

- i. Governance and Board effectiveness;
- ii. Strengthening of financial management and internal controls;
- iii. Implementation of organizational policies and systems;
- iv. Quality and effectiveness of data, knowledge and reporting systems;
 - Funding diversification and growth in unrestricted and flexible resources;
 - Staff capacity, development, wellness and retention;
 - Membership growth, engagement and strategic partnerships.

8.3 Monitoring and Reporting Arrangements

Monitoring will take place at activity, output, outcome and organizational levels. Programme and project teams will maintain routine records of activities, participants, outputs, stakeholder engagements, policy processes and emerging results. Programme leads will be responsible for ensuring that evidence is collected and reported in accordance with approved workplans and MLE requirements. Management will consolidate programme-level information into periodic organizational performance reviews. These reviews will assess progress against annual plans, strategic indicators, financial performance, key risks and emerging opportunities.



9.0 THEORY OF CHANGE

Being a network of over 15 civil society actors with varying niches in extractives, we have the courage to take on challenges through testing bold ideas, push for breakthrough solutions and support communities to lead advocacy efforts that shift policies, practices and rigour towards good enough sector governance.

WHAT WE DO	WHAT THAT LEADS TO	WHAT THAT DELIVERS
Mission: To promote transparent, accountable, and inclusive governance of Tanzania's natural resources through research, capacity building, advocacy, and community empowerment		
Facilitating public awareness, outreach, dialogues and community advocacy	Strengthen civic engagement and policy advocacy	Community empowerment and rights
Institutional engagement on extractive sector oversight	Transparency and Accountability	Equitable benefits from natural resources sector
Maintain foresight analysis on national energy transition	Strengthen observatory on just energy transition	Energy Technology System Integration for the transition to a climate-neutral society

Tracking critical mineral value chain development through research, capacity building and advocacy	Critical Minerals and Responsible Value Chains	Critical minerals are strategically incorporated into Tanzania's energy and industrialisation strategies
Build organizational capacity and sustainable partnerships	Enhanced staff capacity, leadership development, and organizational culture	Institutional growth and sustainability

Key assumptions:

- Duty bearers committed to national extractives policy frameworks effectively aligned to SDGs and Tanzania's Vision 2050
- Governance structures enable continuous public participation CSOs and community group members in natural resources sector governance



10.0 RISK ASSESSMENT AND MANAGEMENT

10.1 Purpose

We recognise the complexities and rapid pace of change in the development world, particularly given the significant shifts in the funding context that we are witnessing. These are the moments when learning is most critical, especially collective learning that connects the evidence, insights, and experiences of a wide range of people and organisations. HakiRasilimali operates in a dynamic environment characterized by political, regulatory, economic, social, environmental and institutional risks. Effective risk management is therefore essential to protect the organization's mission, people, assets, reputation and sustainability.

Risk management will be integrated into strategic planning, annual planning, programme design, financial management, partnership management and organizational decision-making. HR will seek to identify risks early, assess their potential impact, establish appropriate mitigation measures, assign responsibility for risk ownership, and regularly review the changing risk environment.

10.2 Risk Management Principles

Risk management at HakiRasilimali will be guided by the following principles:

• Proactive identification and management of risks; • Proportionality, ensuring that controls are appropriate to the level of risk; • Clear ownership and accountability; • Integration of risk management into normal management processes; • Regular review and adaptation; • Transparency and timely escalation of significant risks; and • Protection of staff, partners, communities, organizational assets and reputation.	Impact	Likelihood	Mitigation measures
Strategic Risks			
Political and Civic-Space Risks HR's work on transparency, accountability, human rights and extractive-sector governance may operate in politically sensitive environments. Changes in civic space, regulatory requirements or government attitudes towards civil society may affect advocacy, research and stakeholder engagement	LL	Major	• Maintaining constructive, evidence-based and professional engagement with government institutions; • Ensuring full legal and regulatory compliance; • Maintaining political neutrality and institutional integrity; • Using appropriate and risk-sensitive advocacy approaches; • Strengthening relationships with diverse stakeholders; and • Regularly monitoring changes in the operating environment.

Legal and Regulatory Risks Changes in laws, regulations, registration requirements and other regulatory frameworks may affect the organization's operations and advocacy activities.	LL	Major	Maintaining updated knowledge of applicable laws and regulations; • Periodic review of organizational policies; • Access to appropriate legal advice where required; • Strengthening compliance systems; and • Ensuring that programmes and communications are implemented in accordance with applicable requirements.
Financial and Funding Risks Heavy reliance on project-based funding, limited core funding, donor changes and broader global funding trends may affect organizational sustainability	LL	Major	• Implementing a resource mobilization and fundraising strategy; • Diversifying funding sources; • Increasing unrestricted and flexible funding; • Developing ethical income-generating services; • Strengthening donor relationship management; • Maintaining realistic financial forecasts; and • Strengthening reserves and cash-flow planning

Programme Delivery Risks Programmes may face delays, insufficient capacity, changing stakeholder priorities or difficulties accessing target communities and institutions	LL	Major	• Realistic work planning; • Regular performance monitoring; • Clear partner roles and agreements; • Adaptive implementation; • Contingency planning; and • Periodic review of programme assumptions
Reputational Risks HR's credibility is a critical institutional asset. Inaccurate information, perceived conflicts of interest, poor communication, governance failures or association with inappropriate partners could affect its reputation.	LL	Major	• Strong research quality assurance; • Clear communication and publication protocols; Conflict-of-interest management; • Ethical standards; • Effective complaints and feedback mechanisms; and • Timely management of reputational concerns
Cybersecurity and Data Risks Increased reliance on digital systems creates risks relating to data loss, cyberattacks, unauthorized access and loss of sensitive information.	LL	Major	Data protection and information-security protocols; • Secure data storage and backups; • Access controls; • Staff awareness and training; • Appropriate cybersecurity measures; and • Periodic review of digital systems.

Environmental and Climate Risks Climate change, environmental degradation and extreme weather events may affect communities, programme implementation and the extractive-sector operating environment.	LL	MI	Climate-sensitive programming; - Contingency planning; - Risk-sensitive field operations; - Integration of environmental considerations into relevant programmes; and - Monitoring of climate-related developments affecting target communities
Safeguarding and Community Risks Engagement with communities, vulnerable groups and individuals affected by extractive activities may create safeguarding, conflict or protection risks.	LL	Major	Safeguarding policies and procedures; Do-no-harm and conflict-sensitive approaches; Safe and inclusive engagement processes; Confidential complaints and reporting mechanisms; and Appropriate referral pathways where protection concerns arise.

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Impact: IN-Insignificant: Minimal damage or disruption. MI Minor damage or disruption. MA Major: Serious damage or disruption. SI Significant: Massive, damage or disruption LLH Likelihood RA Rare: May occur in exceptional circumstances. UN Unlikely: Could occur at some time. LL Likely: Will probably occur in most circumstances. AC Almost certain: Expected to occur in most circumstances

10.3 Risk Register

HakiRasilimali will maintain an organizational risk register that record and annually updated regarding Risk descriptions, Risk categories, Potential causes/consequences likelihood of escalation, Impact, Overall risk rating, Existing controls, Additional mitigation measures, Risk ownership, review frequency and Status of mitigation actions. The risk register will be reviewed at least bi-annually and whenever there are significant changes in the operating environment. The Board will provide oversight of significant strategic, financial and institutional risks. The Executive Director will be responsible for ensuring that organizational risk management is implemented and that major risks are appropriately escalated. Management and programme lead will identify and manage risks within their areas of responsibility. All staff and relevant partners will have a responsibility to identify and report emerging risks. High and critical risks will be formally registered in the reports of the Executive Director and, where appropriate, the Board.



**HakiRasilimali has set the
ambitious goal of raising
over
US\$ 900,000 annually by
2030 to deliver the impact
set out in destination 2030**



**OVER
US\$ 900,000**

11.0 FINANCIAL MODEL AND GROWTH STRATEGYZ

Our funding portfolio relies on our traditional strengths and allows for new growth. HakiRasilimali has set the ambitiougoal of raising over US\$ 900,000 annually by 2030 to deliver the impact set out in destination 2030. The strategy 2026- 2030 funding plan is largely directed towards the local impact pathway where co-investment in is needed. Investment levels will grow every year up to 2030. Funding sources will be a mix of restricted and unrestricted donations, institutional grants and contracts and fee-for-services. While we continue to nurture and grow revenue streams, we are exploring and developing new opportunities.

Funding Category	2026(US\$)	2027(US\$)	2028(US\$)	2029(US\$)	2030(US\$)
International NGOs / Networks	220,321.64	232,439.33	245,223.49	258,710.78	272,939.88
Bilateral Donors	183,601.37	193,699.44	204,352.91	215,592.32	227,449.90
Foundations / Trusts	257,041.91	271,179.22	286,094.07	301,829.25	318,429.86
Income Generating Project Initiatives	73,440.55	77,479.78	81,741.16	86,236.93	90,979.96
TOTAL	734,405	774,798	817,412	862,369	909,800



11.1 Purpose and Strategic Commitment

Sound and proper financial management is essential to HakiRasilimali's credibility, independence, accountability and long-term sustainability. During the 2026–2030 strategic period, HR will strengthen its financial systems and practices to ensure that resources are managed transparently, efficiently, ethically and in accordance with applicable laws, organizational policies and donor requirements.

Financial management will be directly linked to strategic planning and resource mobilization. The organization will seek to ensure that its financial resources are aligned with strategic priorities and that funding decisions support both programme delivery and institutional resilience.

11.2 Financial Management Principles

HakiRasilimali's financial management will be guided by Accountability, Transparency, Integrity, Value for money, Compliance, Segregation of duties, Responsible stewardship of donor and organizational resources, Sustainability; and Strategic alignment.

11.3 Financial Planning and Budgeting

Annual budgets will be developed based on the approved strategic priorities, annual operational plans and available funding projections.

Budgeting will:

- Link financial resources to strategic objectives;
- Reflect realistic programme and institutional costs;
- Distinguish restricted and unrestricted resources;
- Provide for appropriate organizational overheads and support costs;
- Incorporate risk and contingency considerations; and
- Be reviewed regularly against actual performance.

Management will conduct periodic budget-versus-actual analysis to identify significant variances and take corrective action.

11.4 Internal Financial Controls

HakiRasilimali will maintain appropriate internal controls to safeguard its assets and ensure the accuracy and integrity of financial information.



Key controls will include:

- Clear approval authorities;
- Segregation of financial duties;
- Appropriate procurement procedures;
- Bank and cash controls;
- Regular bank reconciliations;
- Asset registers;
- Documented financial transactions;
- Appropriate authorization of expenditure;
- Secure financial records; and
- Regular management review of financial performance.

Internal controls will be periodically reviewed and strengthened in response to audit findings, operational changes and emerging risks.

11.5 Financial Reporting and Accountability

HakiRasilimali will maintain timely and accurate financial reporting systems.

Financial reports will be prepared for:

- Management;
- The Board;
- Members, where appropriate;
- Donors and funding partners; and
- Relevant regulatory authorities.

Financial reporting will provide information on income, expenditure, budget performance, cash flow, funding status and significant financial risks. The organization will maintain appropriate records to support transparency, auditability and donor compliance.

11.6 Audit and Oversight

HakiRasilimali will continue to ensure that annual financial statements are subject to an independent external audit in accordance with applicable requirements.

Audit findings and recommendations will be reviewed by management and the Board before being presented to the Annual General Meeting for their review and approval. Agreed actions will be tracked until completion.

The Board will provide oversight of:

- Annual financial statements;
- External audit findings;
- Financial policies and controls;
- Significant financial risks;
- Budget performance; and
- Financial sustainability.

11.7 Resource Mobilisation and Funding Diversification

HakiRasilimali will implement a diversified resource mobilization approach to reduce dependence on individual donors and project-based funding.

Funding opportunities will include:

- Bilateral and multilateral donors;
- Foundations and philanthropic organizations;
- International and regional partnerships;
- Joint programmes and pooled funding;
- Research and policy partnerships;
- Ethical consultancy and advisory services;
- Training and knowledge products; and
- Other mission-aligned funding opportunities.

The organization will develop and implement a resource mobilization strategy that identifies funding priorities, prospective partners, partnership models, donor engagement approaches and sustainability pathways. Funding decisions will be guided by HR's mission, values, independence and ethical standards.

11.8 Core and Unrestricted Funding

A strategic priority during 2026–2030 will be to increase access to core, flexible and unrestricted resources.

Such resources are essential for:

- Governance and institutional development;
- Staff capacity and organizational learning;
- Research and innovation;
- Strategic advocacy;
- Systems and infrastructure;
- Risk management; and

- Responding to emerging opportunities and threats.

HakiRasilimali will communicate the importance of flexible funding to current and prospective partners and will seek to build a more balanced funding portfolio.

11.9 Financial Sustainability and Reserves

HakiRasilimali will develop appropriate approaches to financial resilience, including:

- Multi-year financial forecasting;
- Cash-flow monitoring;
- Funding pipeline management;
- Diversification of income;
- Appropriate reserve planning; and
- Contingency planning for funding disruptions.

The organization will progressively establish financial sustainability measures appropriate to its size, funding model and operating environment.

11.10 Income-Generating Activities

Where appropriate and consistent with its mission, HR may develop income-generating services including:

- Training;
- Research and analytical services;
- Policy advisory services;
- Technical assistance;
- Knowledge products; and
- Other professional services.

Such activities will be governed by clear policies to ensure that they:

- Support rather than compromise the organization's mission;
- Do not create conflicts of interest;
- Maintain the organization's independence and credibility;
- Meet applicable legal and tax requirements; and
- Are financially viable.

12.0 IMPLEMENTATION, REVIEW AND ADAPTATION OF THE STRATEGY

The 2026–2030 Strategy will be implemented through annual operational plans and budgets developed by the secretariat and approved through the organization's governance structures.

Annual operational plans will translate strategic priorities into:

- Specific activities;
- Annual targets;
- Responsibilities;
- Timelines;
- Budgets;
- Performance indicators; and
- Risk mitigation actions.

The strategy will remain a living framework. HR will review and adapt implementation in response to:

- Changes in Tanzania's extractive-sector environment;
- Changes in the legal and regulatory environment;
- Emerging governance and accountability issues;
- Changes in the global energy transition and critical-minerals landscape;
- Changes in civic space;
- Funding and partnership opportunities;
- Organizational learning; and

Findings from monitoring, evaluations and strategic reviews.

A mid-term review will assess progress, relevance, effectiveness and emerging priorities. A final review at the end of the strategy period will assess overall performance, lessons and implications for the next strategic period. The Board and management will ensure that any significant changes to strategic priorities are properly documented, justified and communicated to relevant stakeholders.

13.0 CONCLUSIONS

As we embark on our new strategic framework and anticipate the journey we are setting out on, we also celebrate what we continue to hold onto we are building on x years of experience, and our long-held values, not changing them. But the strategy is responsive to changes in the sector and the needs of civil society. We are formalising and embodying practices we have long argued for. We believe that our starting point of championing locally led-development and a fairer, more equitable civil society for all, will lead to increased social, economic and environmental justice. We cannot deliver this strategy alone. It will depend on our ability to develop and nurture partnerships and relationships, drawing on our valued friends and colleagues, and those who share our view that a well-supported civil society is essential to enable the transformative change needed in the complex extractive sector. today. We believe we can contribute effectively in this space, that together we can transform and strengthen civil society support to communities and institutions, and thereby enhance the role of civil society in delivering equity, inclusivity, diversity and justice through good enough extractive sector governance.



ANNEX I: HAKIRASILIMALI ORGANISATIONAL STRUCTURE

The HakiRasilimali (HR) organizational structure supports its mission of promoting transparent, accountable, and inclusive governance of Tanzania's natural resources through research, capacity building, advocacy, and community empowerment. It ensures clear accountability, effective coordination, and inclusive participation across its governance and operational arms.

1. Governance Layer

At the top of the structure is the Annual General Meeting (AGM), composed of all HR members. It is the highest governing body, responsible for major decisions and overall oversight.

Beneath the AGM is the Board, which is appointed by the AGM to provide strategic leadership, policy direction, and governance oversight. The Board operates through three specialized committees:

- Governance Committee**

- Members and Stakeholders Engagement Committee**

- Finance, Risk, and Audit Committee**

These committees support the Board in ensuring transparency, compliance, and effectiveness in HR's operations.

2. Programmatic Working Groups

To ensure that HakiRasilimali is driven by its members, two member-based Working Groups will be established and be coordinated by the Secretariat. These two working groups will drive HR's research and engagement work. These are:

- Research and Policy Working Group**

- Advocacy and Engagement Working Group**

While composed of HR member organizations, these Working Groups are coordinated by the Secretariat, which provides logistical, technical, and strategic support. They serve as knowledge-sharing and advocacy platforms aligned with HR's policy priorities.



3. Executive Leadership

The Executive Director leads the HR Secretariat and is accountable to the Board. This role is central to the implementation of strategic plans, coordination of program activities, and overall organizational management.

4. Secretariat – Departments and Functions

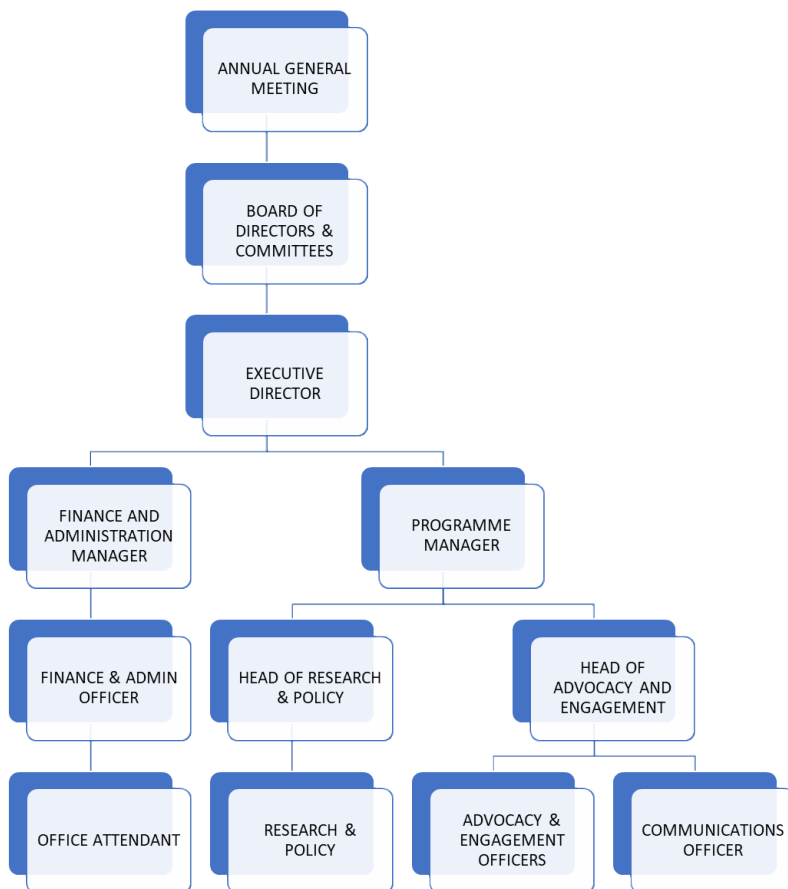
The Secretariat is the operational engine of HakiRasilimali and is organized into key departments, each led by a manager or senior officer:

Finance and Administration: Headed by the Finance and Administration Manager, it manages organizational finances, procurement, human resources, and office administration. Staff include, an Administrative Officer, and an Office Attendant.

Programme Management – Headed by the Programme Manager, he/she manages all programme team. Holder of this position manages the two programme departments; Research and Policy and Advocacy and Engagement department.

The Head of Research and Policy: Led by the Head of Research and Policy, this department generates evidence to inform policy decisions. It includes a Research and Policy Officer and an Assistant Research and Policy Officer. The Head of Research and Policy will serve as a Secretary of the Research and Policy Working Group.

The Head of Advocacy and Engagement: Overseen by the Head of Advocacy and Engagement, this department manages strategic communications, public messaging, and media engagement, supported by an Advocacy and Engagement Officer and an Assistant Advocacy and Engagement Officer. The Head of Advocacy and Engagement will serve as a Secretary of the Advocacy and Engagement Working Group.



Annex II: The Sustainable Development Goals



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