ANIMATION MODEL

Fostering a more inclusive and accountable extractive industries in Tanzania

Extractive Industries Knowledge Hub
INTRODUCTION

Tanzania’s oil and gas sector has been steadily expanding since the first natural gas discovery on Songo Songo Island, Lindi Region in 1974. Discoveries in Mtwara and more recently offshore in the Indian Ocean have brought Tanzania’s estimated reserves to over 57 trillion cubic feet, giving it great production and commercialization potential. In 2020, Tanzania signed an agreement with TotalEnergies to construct the East Africa Crude Oil Pipeline (EACOP), which will be the longest heated crude oil pipeline in the world, running 1,443 km from Uganda’s Lake Albert to the Indian Ocean for export. While proponents flaunt benefits to the region’s infrastructure, job creation, and economic development, equally valid concerns exist for bringing projects of such scale to fruition. Civil society organizations (CSOs) and technocrats point to the environmental risks and denounce the lack of meaningful consultations with communities.

Oxfam’s extractives industry program in Tanzania—largely funded by Norwegian Agency for Development Cooperation (NORAD) since the country’s 2014 gas boom—has been advocating for transparency and accountability in the management of natural resources, solidifying relationships between communities, government, and industry stakeholders. National oil, gas, and mining CSO platform and Oxfam partner Hakirasilimali has influenced public policy and debate around extractives, facilitating collaboration between state actors and communities. Partners Mighty Society Against Poverty (MSOAP), Lindi Association of NGOs (LANGO), and Northern Coalition for Extractives and Environment (NCEE) have established important local accountability networks in some of Tanzania’s most exploited regions. These networks of animators—citizens who work collectively with local government authorities, councilors, the private sector, and CSO’s to monitor the utilization of oil and gas revenues in...
ANIMATION MODEL
FOSTERING A MORE INCLUSIVE AND ACCOUNTABLE EXTRACTIVE INDUSTRIES IN TANZANIA

Communities—have become the driving force behind local transparency and accountability. Animators are further mobilizing around social welfare issues such as access to social services, water reserves, and economic opportunities, all while holding those in power to account.

The experience summarized in this case study sheds light on the animator model and its successes in galvanizing communities to hold powerbrokers accountable to managing natural resource revenues to address community needs and respond to their priorities.

THE LEGAL FRAMEWORK GOVERNING THE EXTRACTIVE SECTOR

Nationally, the Oil and Gas Revenue Management Act of 2015 stipulates that the Tanzania Revenue Authority (TRA) and Tanzania Petroleum Development Corporation (TPDC) collect revenues from royalties, profit shares, and corporate income tax and deposit these revenues into the Oil and Gas Fund at the Bank of Tanzania. Sub-nationally, the Local Government Finance Act of 2019 requires that companies pay a service levy equal to 0.3% of their profits directly to district governments in gas producing areas. The Petroleum Act of 2015 further requires all petroleum license holders and contractors to prepare annual Corporate Social Responsibility plans that are jointly agreed to by local government authorities, effectively giving extractive companies a social license to operate. The animators play a central role in guaranteeing the enactment of these laws, making sure that companies comply with their CSR responsibilities and that contributions from the service levy are passed on from the districts to the local communities that they are meant to benefit.

The Power of Community-Driven Initiatives

Following a training by MSOAP in Mingoji village, Mtwara region, animators identified the urgent need for a health facility. An animator who also serves as a member of the village health committee suggested to village leadership that they write a letter to the Tanzania Petroleum Development Corporation (TPDC) and the Mtwara District Council to seek financial support for the construction of a facility that had previously stalled. That same month, Mingoji village leadership received USD 17,000 from TPDC. The funds supported the final construction stage of the building, which now awaits medical equipment and registration from the Ministry of Health.

“It was not easy to influence the village committee and the village leader, but through the knowledge I have acquired and support of other animators, we succeeded in persuading the village leadership to take action.”

Animator in Mingoji village
THE ANIMATION MODEL AND ITS ACHIEVEMENTS

The animation model is built on the concept of active citizenship and accountable governments. Oxfam and partners implemented the ‘Chukua Hatua’ program—a precursor to the current animation model—in 2010 in three northern regions of Tanzania. Chukua Hatua—meaning *Take Action* in Swahili—encouraged local leaders to respond to community concerns and demands, betting on the power of informed citizens to champion their rights and improve accountability and responsiveness from government agencies.

The animation model demonstrated positive results in the Lake Zone and Northern Zone regions and was replicated in the Southern region during the 2014 gas boom. In 2021, partners introduced a similar model along the EACOP route where investments are currently fueling issues around land acquisition, compensation, and relocation. This replication and scale up is the result of successful implementation, highlighting the model’s flexibility, adaptability, and efficiency in improving power dynamics.

Oxfam works with local partners to recruit, train, and mobilize animators. Partners take great care to introduce the project to the community and to local leaders to garner support. Communities then select animators with guidance from partners and local authorities, thus legitimizing their work. To be considered for the animator role, candidates must be active in community assembly meetings, have good
communications skills, and demonstrate a desire to contribute to improving their communities. Animators receive no incentives; the methodology is based on volunteerism, and this is transparently shared from the onset. The training focuses on building the animators’ voices, influence, and advocacy skills, as well as informing animators of their constitutional and human rights, of legal frameworks governing the oil and gas industry, and of international standards.

323 animators (168 female) are active in the Southern zone, of which 74 are operating in 12 villages along the EACOP route. Most animators in the Southern zone were trained between 2015 and 2017, demonstrating the resilience of the model. Additionally, to ensure that animators receive the needed support, Oxfam partners trained 300 (142 female) local officials and have involved religious leaders in selection processes and decision making. Working together with village authorities, animators along the EACOP route have, in just two years, encouraged meaningful participation of community members in village assembly meetings, held contractors to account, and forged fruitful collaborations on local development initiatives. In Msisi and Ntondo wards, community animators further influenced their local leaders to demand that gas contractors pay fees for using village land, guaranteeing a compensation of USD 3,500 to the two villages. In Mtwara, animators influenced the District Council to formulate a bylaw that would allocate 20% of the 0.3% service levy directly to the host communities, while in Mtwara region, animators held politicians to their 2015 campaign promises for employment in the gas industry. Women are now participating in unskilled positions, and job opportunities are publicly displayed in village offices.

Empowering Animators to Hold Local Authorities to Account

Following trainings on laws and regulations governing the extractive sector, animators in Songosongo village realized that their community had not been receiving service levy payments as stipulated by Tanzanian Law. LANGO conducted research to determine how much had been collected by the district council and, in turn, disbursed to Songosongo village since 2012, when companies started paying the service levy. The report revealed discrepancies between the numbers reported by the Songosongo accounting officer and those reported by the district treasurer. Animators, in collaboration with the Songosongo authorities, formed a task force to follow up with the district and found that Songosongo village was due TZA 143 million (USD 70,000) in undisbursed funds. The district authority acknowledged the discrepancies and committed to clear the balance in the 2018/2019 financial year. The Songosongo village has since obtained an arrears payment of USD 40,000; animators continue to demand the remainder of the contribution from the district.

“Becoming an animator from Songosongo ward has given me a confidence and I know how to express myself to the community and even to different leaders such as LGAs from Kilwa District Council—something which I could not do previously. I can now work with fellow community members and express on the importance of community participation in village meetings. I now understand about the service levy revenue especially on the 20% which Songosongo village receives from Kilwa District Council and debt that Songosongo Village owes Kilwa District council. I was one of the members who conducted close follow-ups to Kilwa district executive director on the payment of arrears; we pushed hard for the village to receive 80 million shillings (40,000$) from KDC as amount of our arrears.”

Songosongo animator
ANIMATION MODEL
FOSTERING A MORE INCLUSIVE AND ACCOUNTABLE EXTRACTIVE INDUSTRIES IN TANZANIA

for community development projects in national laws and regulations that encourage companies’ contributions in line with their CSR responsibilities and that hold districts accountable for distributing the wealth produced from extractive activities to host communities. The Revenue Management Act and the Local Government Finance Act form the foundation for the animators’ work, driving acceptance for their demands and placing them at the center of national development efforts.

Facilitate dialogue among citizens, governments, and corporations as the foundation of the model. Building an environment that supports dialogue among citizens, governments, and corporations is key for enabling the work of animators. When trainings for local leaders were introduced, they eased tensions between the animators and local government officials who initially

LESSONS LEARNED

Understand that it takes time for the model to mature and begin achieving results. Building active citizenship requires consistent investment and strong partnerships with local actors and community stakeholders, all of which take time to develop. It also requires a focus on the tenet of volunteerism, which—particularly in the early days of the project—was not well understood by animators. It wasn’t until the second and third years of continuous engagements, workshops, and learning visits that the animation model started showing results. However, the experience has shown that a model centered on informal structures is within reach of communities, especially if those communities possess an interest in activism and are politically aware.

Align efforts with national priorities. The work of the animators finds legitimacy by grounding demands
saw the animators as meddling in their work or even considered them part of the political opposition. High turnover of local government positions, however, complicates relationship building. Election cycles have significant implications for the work of the animators as officials rotate in and out of positions of power. 

**Understand the context and limitations to participation of vulnerable groups.** The animation model has been an effective tool in increasing women’s intervention in the oil and gas sectors; in fact, women have become some of the most active animators. In the last two years, women’s confidence to attend meetings and speak up publicly has increased, and some female animators have been selected as leaders in Village Community Banks, while others have attained positions as members of village committees. However, these achievements took a concerted effort from partners. Due to cultural norms, women’s opinions were often disregarded and their attendance in village assembly meetings was perceived as futile. In response, partners organized women-only trainings that helped women gain confidence in expressing themselves and in attending assembly meetings alongside their male counterparts. Learning exchanges allowed animators to learn from their peers. Partners also addressed the concerns of religious leaders, elders, and others that play an important role in setting rules for women’s participation in work and social life.
Harmonizing Local Advocacy and Corporate Social Responsibility for Improved Community Outcomes

School children from Hiyari village had to walk sixteen kilometers a day to a school in the nearby village of Msijute. This long distance placed girls at risk of sexual violence and contributed to school dropouts due to early childhood pregnancy. In 2018, community animators—with ongoing mentorship from a local partner, MSOAP0—collaborated with their village government officers and agreed to voluntarily start construction for a school in their village. Each household contributed two dollars or provided building materials. Animators were entrusted by the community and local leaders to collect and keep accounts of the expenditures as well as supervise the building process. By early 2019, villagers had constructed two classrooms and four washrooms. In mid-2020, following a training on CSR, animators realized that Dangote Cement Industry had not been upholding their CSR commitments. Animators and local leaders wrote a letter to Dangote and to the Mtwara District Authority asking them for a meeting where they presented their ask for an operating primary school. Dangote committed to build four classrooms, 16 toilets, and two teachers houses.
This case study was written by Adella Msemwa in collaboration with Olga Gorokhovsky, Eloisa Devietti, Maria Ramos and Han Malyn.

Oxfam’s work on Extractive Industries

Oxfam supports the rights of communities to know about oil, gas, and mining projects, and to decide if they want these projects. Oxfam also helps track the revenues paid by companies to governments so that more of that money will be spent fighting poverty. Today Oxfam works to find just solutions to oil, gas, and mining issues in approximately 30 countries. This case study is part of a knowledge and learning series focused on Oxfam and partners’ work influencing the oil, gas, and mining activities in selected countries.

Photos
Page 1: Crude oil refinery with pipeline system. Photo: Kodda/Shutterstock
Page 2: Mbanja animators receive refresher training on the animation model. Photo: Rosemary Komba
Page 4: Animators, media, Local Government Authorities, faith leaders and CSOs from Kilwa district visit the mortuary of the district hospital as one of the corporate social responsibility projects implemented by Pan African Energy. Photo: Rosemary Komba
Page 6: Animators in group discussions during a refresher training on the animation concept, mode and theory of change in relation to extractive industries in Songosongo village. Photo: Rosemary Komba
Page 7: A woman asks questions during an awareness meeting on local content issues related to implementation of LNG project, Likong’o village, Mbanja ward. Photo: Rosemary Komba
Page 8: Three classrooms at Kyoba primary school built by DANGOTE Cement Industry as part of their corporate social responsibility commitment. Photo: Ahmad Hamisi Ahmadi

Notes

1 Tanzania Ministry of Energy
2 French oil conglomerate TotalEnergies is the main stakeholder and investor and is running the EACOP through a joint venture with state petroleum operators Tanzanian Petroleum Development Corporation (TPDC), Uganda National Oil Company (UNOC), and China National Offshore Corporation (CNOOC).
3 Msoapo is a youth-based NGO that works in all districts of Mtwara region to support community animators to monitor the performance of corporations on their Corporate Social Responsibility (CSR) commitments to communities in line with Tanzania’s law
4 Lindi builds the capacity of local organizations and communities to advocate for their rights around gas developments in the region.
5 NCEE is a forum of CSOs in Northern Tanzania that works along the EACOP pipeline to build the capacity of CSOs, media, and communities.
6 The district council has agreed to allocate 5% of the service levy as a pilot, with a commitment to a higher percentage awaiting the endorsement of the full council, which is slated for early 2023.