

GRANT AGREEMENT

BETWEEN

THE NORWEGIAN MINISTRY OF FOREIGN AFFAIRS

AND

THE GOVERNMENT OF THE UNITED REPUBLIC OF TANZANIA

REGARDING

TAN-11/0047 THE OIL FOR DEVELOPMENT PROGRAMME -
INSTITUTIONAL COOPERATION IN THE UPSTREAM
PETROLEUM SUB-SECTOR – PHASE II

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THIS AGREEMENT (the Agreement) is entered into between THE GOVERNMENT OF THE UNITED REPUBLIC OF TANZANIA (Tanzania) and THE NORWEGIAN MINISTRY OF FOREIGN AFFAIRS (MFA) (jointly referred to as "the Parties").

WHEREAS MFA has provided financial support to institutional cooperation in the upstream petroleum sub sector through agreement dated 12th March 2012 as amended on 27th August 2015, financing an institutional contract between the Norwegian Ministry of Petroleum and Energy (MPE) and the Tanzania Ministry of Energy and Minerals (currently the Ministry of Energy - MoE) dated 13th February 2013,

WHEREAS Tanzania in letter dated 17 September 2015 has requested Norway for continued support to the institutional cooperation in the upstream petroleum sub-sector,

WHEREAS MFA, within the context of the Oil for Development Programme (OfD), has decided to comply with the request,

NOW THEREFORE the Parties have agreed as follows:

1 SCOPE AND OBJECTIVES

- 1.1 This Agreement, including all annexes, set forth the terms and procedures for MFA's financial and technical support to the programme titled "Oil for Development Programme - Institutional Cooperation in the Upstream Petroleum Sub-sector – Phase II" (the Programme). The Programme is further described in the Programme Document dated 06 November 2017 and its attachments. The estimated costs of the Programme are indicated in the budget attached as Annex A to this Agreement.
- 1.2 The Parties expect the Programme to be implemented between July 2017 and June 2020 (the Support Period). Depending on achieved results and Norwegian Parliament appropriations and priorities, the Programme may be extended for another two years.
- 1.3 The expected results of the Programme are as follows:

The planned long-term effect on the society is economically, environmentally and socially responsible management of petroleum resources (Impact).

The Programme will contribute to this through the following three goals:

- i) The authorities have established a legal and regulatory framework for the petroleum sector
 - ii) The authorities manage the petroleum sector according to their mandate
 - iii) The authorities are transparent in their management of the petroleum sector, and the public holds the authorities accountable.
- 1.4 The results framework indicating effects for the target group (Outcomes) are as set out in Annex B, as amended.
 - 1.5 A planned outcome of the Programme is that Ministry of Finance and Planning (MoFP) institutionalise (operationalise and maintain) the Revenue Forecasting Model (RFM) and revitalise the Tanzania Revenue Forecasting Technical Modelling Team (TRTMT) for mining, oil and gas.
 - 1.6 Tanzania Ministry of Energy (MoE), the Tanzania Vice President's Office (VPO), the Zanzibar Ministry of Lands, Water, Energy and Environment (MWLEE) and the Norwegian Ministry of

Petroleum and Energy (MPE), the Norwegian Ministry of Climate and Environment (MCE) will enter into contracts on institutional cooperation ("the Contacts").

- 1.7 The Contracts shall be interpreted in conformity with this Agreement. The Contracts and any amendments shall be submitted to the Parties of this Agreement for approval before entering into force.
- 1.8 The signatories to the Contracts, through MoE, shall within six months after the signing of the Agreement submit an improved and consolidated framework for results and monitoring and evaluation of the Programme, for approval by the Parties to this Agreement.
- 1.9 Any significant deviations from or changes to the Programme Document and its attachments, or approved implementation plans or budgets are subject to written agreement between the Parties through letter of exchange.
- 1.10 Detailed regulations and guidelines for institutional arrangements, communication and coordination, administrative arrangements including financial management, and monitoring and evaluation are set out in the Operational Manual included as Attachment 4 to the Programme Document.

2 REPRESENTATION AND COMMUNICATION

- 2.1 The Royal Norwegian Embassy in Dar es Salaam is competent to act on behalf of MFA. All communication to MFA regarding this Agreement shall be directed to:

Royal Norwegian Embassy
P.O. Box 2646, Dar es Salaam, Tanzania
emb.daressalaam@mfa.no

- 2.2 Tanzania Ministry of Finance and Planning (MoFP) is authorised to sign this agreement on behalf of Tanzania. Relevant correspondence, in accordance with arrangements set forth in the Operational Manual, shall be directed to:

Permanent Secretary
Ministry of Finance and Planning
Treasury Square, 18 Jakaya Kikwete Road
P.O.Box 2802
40468 Dodoma,
Email: ps@mof.go.tz

- 2.3 Tanzania Ministry of Energy (MoE) is competent to act on behalf of the United Republic of Tanzania in matters regarding the coordination of the implementation of the Programme. All operational correspondence regarding this Agreement shall therefore be directed to:

Permanent Secretary,
Ministry of Energy,
Kikuyu Road,
P.O. Box 422
40474 Dodoma
Email: ps@nishati.go.tz

- 2.4 The Parties may give notice of other contact information to replace the above.
- 2.5 MFA's agreement number and agreement title (TAN-11/0047 Oil for Development Programme - Phase II) shall be stated in all correspondence regarding this Agreement, including disbursement requests and repayment of unused funds.

3 PROGRAMME IMPLEMENTATION

- 3.1 The Parties shall communicate and cooperate fully in order to arrange for the successful achievement of Programme objectives. To this end, the Parties shall immediately inform each other of any circumstances likely to hamper or delay the successful implementation of the Programme.
- 3.2 Tanzania shall have the overall responsibility for planning, implementing, reporting and monitoring of the Programme, and shall:
- a) implement the Programme in accordance with the Programme Document and its attachments (as amended), and annual implementation plans and budget;
 - b) exercise the necessary diligence, efficiency and transparency in line with best practise principles;
 - c) ensure sound financial management of the Programme, including that all Programme funds are satisfactorily accounted for;
 - d) ensure that the Grant is properly reflected in the plans, budgets and accounting of Tanzania;
 - e) keep MFA informed of any plans for major organisational changes;
 - f) ensure that all permits, import licenses and foreign exchange permissions that are or may be required are granted;
 - g) be solely responsible for any adverse effects of the Programme;
- 3.3 Tanzania shall identify, assess and mitigate any relevant risks associated with the implementation of the Programme, including the risk of corruption and other financial irregularities, and any potential negative effects that the Programme may have on the environment and climate, gender equality and human rights.

4 THE GRANT

- 4.1 MFA shall, subject to Norwegian parliamentary appropriations, provide a financial grant not exceeding NOK 50 million (Norwegian kroner fifty million) (the Grant) to support the Programme during the Support Period.
- 4.2 The Grant, including accrued interest, shall be used exclusively to finance the actual costs of the implementation of the Programme during the Support Period.
- 4.3 MFA may use parts of the Grant to complete procurements in support of the Programme's objectives, or related to monitoring and evaluations, in accordance with approved budget lines and specifications in the Operational Manual.
- 4.4 Tanzania shall acknowledge MFA's support to the Programme in all publications and other materials issued in relation to the Programme. MFA's logotype will be provided by MFA upon request. All use of MFA's logotype must be approved by MFA.

5 DISBURSEMENTS

- 5.1 Parts of the Grant shall be disbursed in advance instalments based on financial needs to a separate bank account (the "Programme Account") in accordance with the terms and procedures set forth in

the Operational Manual. The account details (account number, IBAN, Swift/BIC code, name and address of the bank and the currency of the account) shall be notified by Tanzania in writing.

- 5.2 Financial need refers to the budgeted expenditures for the upcoming period, less any funds available to the Programme from all other sources during the same period. The financial need shall be documented through an updated financial statement for the Project and a reference to the latest approved implementation plan and budget.
- 5.3 All disbursements are conditional upon Tanzania's continued compliance with the requirements in the Agreement, including the timely fulfilment of reporting obligations as set forth in the Operational Manual. Except for the Programme's first year, the first disbursement each year is subject to MFA's receipt and approval of the progress report and financial report.
- 5.4 Tanzania shall immediately acknowledge receipt of the funds in writing. The amount received shall be stated as well as the date of receipt and the exchange rate applied. Tanzania shall make the funds available to the Programme without delay.
- 5.5 MFA may also effect payment for services rendered and costs incurred under the Contracts directly to the relevant Norwegian institutions in accordance with the terms and procedures set forth in the Contracts and the Operational Manual.
- 5.6 The first payment shall include approved Programme expenses incurred prior to the signing of this Agreement.
- 5.7 MFA shall report payments made according to clause 5.5 above to Tanzania.

6 CONTRIBUTION OF TANZANIA

- 6.1 Tanzania shall provide sufficient and qualified personnel as well as other resources that may be required, over and above the Grant, in order to implement the Programme as planned.

7 IMPLEMENTATION PLAN AND BUDGET

- 7.1 An updated implementation plan and budget covering the period from January to December shall be submitted to MFA for approval within 4 weeks before the Annual Meeting, unless otherwise agreed. The implementation plan and budget, and the procedures for preparing the documents, shall comply with the requirements set forth in the Operational Manual.

8 REPORTING

- 8.1 A progress report covering the period from January to December shall be submitted to MFA for approval within 4 weeks before the Annual Meeting, unless otherwise agreed. The progress reports shall comply with the requirements set forth in the Operational Manual.
- 8.2 A financial report covering the period from January to December shall be submitted to MFA for approval within 4 weeks before the Annual Meeting, unless otherwise agreed. The financial reports shall comply with the requirements set forth in the Operational Manual.
- 8.3 Each Norwegian institution that receives funding under this Agreement, shall prepare an annual financial statement to be certified by the Chief Accountant (Head of Finance) at the institution.

- 8.4 A final report for the Support Period shall be submitted to MFA for approval within three months after the end of the Support Period. The final report shall be set up in a way that allows for a direct comparison with the Programme Document and the results framework and shall be signed by an authorised representative of Tanzania.
- 8.5 The final report shall, as a minimum, include:
- a) the items listed for the progress reports described in the Operational Manual covering the entire Support Period;
 - b) an assessment of the Programme's effect on society (Impact);
 - c) a description of the main lessons learned from the Programme;
 - d) an assessment of the sustainability of the achieved results under the Programme.
- 8.6 The final financial report shall cover the entire Support Period and shall be submitted along with the final report referred to in clause 8.4 and 8.5.

9 AUDIT

- 9.1 The annual financial statements for funds disbursed to the Programme Account shall be audited, and the audit report shall be submitted to MFA as soon as possible and within January 31 each year.
- 9.2 Any other document from the auditor significant to the implementation of the Programme, as well as Tanzania's comments thereto, shall be submitted to MFA within the same deadline.
- 9.3 The audit shall be carried out in accordance with requirements set forth in the Operational Manual. The costs of audits shall be covered by the Grant.
- 9.4 MFA may request that the annual certified financial statements of clause 8.3 shall be audited by independent chartered/certified or state-authorized public accountant (auditor) acceptable to MFA.
- 9.5 MFA may request additional information from the auditor at any time. Such information shall be provided within 30 days of the request.

10 ANNUAL MEETING

- 10.1 The Parties shall hold an annual meeting once per year, tentatively within the first quarter of the calendar year in order to discuss i.e. the Programme's results, effectiveness, efficiency, relevance, financial matters, and compliance with agreed obligations. The meeting shall further discuss implementation plan and budget for the upcoming period, unless otherwise agreed.
- 10.2 The meetings shall be called and chaired by Tanzania, and shall be carried out in accordance with the requirements of the Operational Manual.
- 10.3 Tanzania shall record main issues discussed, points of view expressed and decisions made, in minutes from the meetings. Tanzania shall draft the minutes and submit them to MFA no later than two weeks after the meetings for any comments. The agreed minutes shall be signed by both Parties, not later than 4 weeks after the meeting
- 10.4 The Parties may agree to hold formal meetings beyond the Annual Meeting if required. Details regarding agenda and procedures will be agreed upon by the Parties.

11 REVIEWS AND OTHER FOLLOW-UP MEASURES

- 11.1 A review focusing on results achieved by the Programme shall be carried out by end 2019. The MFA shall draft the terms of reference for the review and submit it to the other Party for approval. The costs of the review shall be included in the Grant.
- 11.2 If Tanzania or another interested party initiates a review or evaluation of activities wholly or partly funded by the Grant, MFA shall be informed. Tanzania shall forward a copy of the report of any such review or evaluation to MFA without undue delay.

12 PROCUREMENT

- 12.1 All procurement under the Programme shall be completed in accordance with Annex C to this Agreement, the terms and procedures set forth in the Contracts and the Operational Manual, as well as any statutory requirements applicable in the relevant jurisdiction. Any planned procurement shall be reflected in the annual implementation plan and budget.
- 12.2 If the total value of a procurement under the jurisdiction of Tanzania Mainland and Zanzibar exceeds NOK 500.000 the call for tenders/the shortlist of suppliers/the award criteria and their weighting/the procurement record and the draft contract shall be submitted to MFA for approval before being finalised.

13 PROGRAMME ASSETS

- 13.1 Tanzania shall have full ownership to all equipment, consumables and intellectual property rights procured or developed by use of the Grant, unless otherwise described in the Programme Document. All matters associated with equipment, consumables and intellectual property rights are the exclusive responsibility of Tanzania. However, significant use of such equipment, consumables and intellectual property rights for purposes outside the Programme shall be subject to MFA's prior approval.
- 13.2 MFA shall have a non-exclusive and royalty-free license to use all intellectual property rights procured or developed by use of the Grant. MFA may assign this right to any individual or organisation.
- 13.3 Transfer of ownership of any equipment, consumables and/or intellectual property rights during the Support Period shall be executed in accordance with the national legislation of Tanzania and be made at market terms. Ownership may not be transferred to an employee of Tanzania or its cooperating partner, or anyone related to or connected with an employee, if such a relation could lead to a conflict of interest as described in Article 14 clause 2.
- 13.4 Before a transfer is decided, Tanzania shall assess whether it may have an impact on the Programme and, where appropriate, consult with MFA. Any income from a transfer shall accrue to the Programme, and shall be reported in the financial statement of the Programme.
- 13.5 Tanzania shall prepare records of transfer of ownership for any equipment, consumables and intellectual property rights. The records shall comprise information on the object of transfer, the original purchase price paid by Tanzania, price offers received, the final sales price and the name of the purchaser. The record shall be submitted to MFA along with the first progress report due after the sale.

- 13.6 If the activities of the Programme do not continue after the end of the Support Period or after termination of the Agreement, Tanzania shall inform MFA about the remaining equipment and goods that have been purchased by use of the Grant. MFA may require that such assets be sold. Such sale shall be completed in accordance with the procedures described above. Income from the sale shall be repaid to MFA unless otherwise agreed by the Parties.
- 13.7 The Grant may not be used to purchase or construct real property (land or buildings) unless specifically agreed upon between the Parties in writing.

14 CONFLICT OF INTEREST

- 14.1 The Parties shall take all necessary precautions to avoid any conflicts of interest in all matters related to the Programme.
- 14.2 Conflict of interest refers to any situation where the impartial and objective exercise of the functions of anyone acting on behalf of the Parties is, or may be, compromised for reasons involving family, personal life, political or national affinity, economic interest or any other connection or shared interest with another person.
- 14.3 If a conflict of interest occurs, the affected Party shall, without delay, take all necessary measures to resolve the conflict, e.g. by replacing the person in question or by obtaining independent verification of the terms of the proposed decision or transaction.
- 14.4 If the conflict of interest cannot be resolved and if it relates to a decision or transaction of significance to the Programme, the affected Party shall immediately notify the other Party. The Parties shall discuss in order to reach an understanding on the appropriate measures to be taken.

15 FINANCIAL IRREGULARITIES

- 15.1 The Parties shall practise zero tolerance towards any financial irregularities within and related to the Programme. The zero tolerance policy applies to all staff members, consultants and other non-staff personnel, contractor, implementing partners and beneficiaries of the Grant.
- 15.2 Financial irregularities refer to all kinds of:
- a) corruption, including bribery, nepotism and illegal gratuities;
 - b) misappropriation of cash, inventory and all other kinds of assets;
 - c) financial and non-financial fraudulent statements;
 - d) all other use of Programme funds not in accordance with the Agreement and the latest agreed Programme Document, implementation plan and budget.
- 15.3 The Parties are firmly committed to prevent, detect and manage financial irregularities and shall therefore:
- a) organise their operations and internal control systems in a way that financial irregularities are prevented and detected;
 - b) cooperate fully to prevent, stop and handle financial irregularities within and related to the Programme;
 - c) require that all staff involved in, and any consultants, suppliers and contractors financed under the Programme refrain from financial irregularities.

- 15.4 The Parties shall immediately inform each other of any indication of financial irregularities and of the measures initiated to handle the situation.
- 15.5 The Parties shall cooperate fully in the investigations of such events, whether the investigation is led by MFA or Tanzania.
- 15.6 The Parties shall consider prosecution and/or other reasonable sanctions towards any person and/or legal entity suspected of financial irregularities within or in relation to the Programme.
- 15.7 MFA may apply any measure as referred to in Article 18 clauses 1 and 2, with immediate effect and irrespective of Article 18 clause 3, if MFA determines that any financial irregularities have occurred. Any repayment claim may also include interest, investment income or any other financial gain obtained as a result of the financial irregularity.

16 TRANSPARENCY

- 16.1 The Parties shall distribute copies of this Agreement, as well as any subsequent amendments thereof, to all individuals and institutions involved in the Programme or otherwise in need of information on its content.
- 16.2 Tanzania shall publish the following in a designated and easily accessible place of its internet site:
- a) a copy of this Agreement and the Contract and any subsequent amendments thereof,
 - b) the title and value of any contracts and/or sub-agreements of more than NOK 500 000 (or the equivalent in local currency) which are to be financed by the Grant;
 - c) names and nationalities of the respective agreement parties and, if relevant end any further sub-grantees or contractors in receipt of Programme funds;

If internet publication is impossible, the aforementioned information shall be published by other appropriate means. Tanzania shall give MFA precise information on where the publication is made.

Publication shall take place as soon as possible, and at the latest within six months after the contracts and/or sub-agreements were entered into.

Any deviations from the above shall be agreed by the Parties in writing.

- 16.3 The Parties shall make other Programme documentation, including the Programme Document and all agreed reports, available to anyone upon request. Requests for disclosure may be denied if such disclosure is prohibited by national legislation, confidentiality obligations and/or if it may be detrimental to Tanzania's legitimate interests.

17 VERIFICATION

- 17.1 Representatives of Norway may at all times carry out independent reviews, field visits, evaluations and other control measures to verify that the Grant has been used in accordance with the Agreement.
- 17.2 Tanzania shall facilitate such control measures by providing all information and documents necessary to carry out the relevant initiative, as well as ensuring the unrestricted access of such representatives to any premises, records, goods and documents requested in relation to the Programme.

- 17.3 Tanzania shall ensure that the representatives have access to the auditor of the Programme, as well as to the auditor's assessments of all relevant information pertaining to the Programme. Tanzania shall release the auditor from any confidentiality obligations in order to facilitate such access.
- 17.4 The rights and obligations of this Article shall remain in force for five years following the end of the Support Period or after termination of the Agreement.

18 RESERVATIONS

- 18.1 MFA reserves the right to withhold disbursements at any time in case Tanzania fails to fulfil its obligations under this Agreement and/or if there is suspicion of financial irregularities. MFA may withhold disbursements if the contract referred to in Article 1 clause 7 is breached or terminated before all obligations therein are fulfilled.
- 18.2 MFA reserves the right to terminate the Agreement with immediate effect and/or claim repayment of all or parts of the Grant in the event of material breach of this Agreement by Tanzania. Material breach of the Agreement shall include, without limitation, the following:
- a) all or part of the Grant has not been used in accordance with the Agreement and/or approved implementation plans and budget,
 - b) the use of the Grant has not been satisfactorily accounted for,
 - c) Tanzania has, after having been granted an extended deadline, failed to provide the agreed reports,
 - d) financial irregularities, grave professional misconduct or illegal activity of any form have taken place within the Programme,
 - e) Tanzania has failed to inform MFA of indication of financial irregularities within the Programme in accordance with Article 17 above.
- 18.3 Before withholding disbursements, claiming repayment or terminating this Agreement, the Parties shall consult with a view to reaching a solution on the matter.

19 LIABILITY

- 19.1 Neither of the Parties shall be held liable for damage, injury or loss of income sustained by the other Party or its agencies, staff or property as a direct or indirect consequence of the Programme. No claim for compensation or increases in payment in connection with such damage, injury or loss of income will be accepted.
- 19.2 Tanzania shall assume sole liability towards third parties including liability for damage, injury or loss of income of any kind sustained by them as a direct or indirect consequence of the Programme. Tanzania shall indemnify MFA against any claim or action from Tanzania's employees or third parties in relation to the Programme.

20 DURATION, AMENDMENT AND TERMINATION

- 20.1 The Agreement shall enter into force on the date of the last signature, and shall remain in force until all obligations arising from it have been fulfilled, or until it is terminated in accordance with this Article. Whether the obligations shall be considered fulfilled, will be determined through consultations between the Parties and confirmed by MFA in a completion letter.
- 20.2 The Agreement may be amended. Any such amendment must be agreed upon in writing between the Parties and shall become an integral part of the Agreement.

20.3 Each Party may terminate the Agreement upon three months' written notice. If the Programme cannot continue without the financial support of MFA, Tanzania shall exert its best efforts to discontinue or scale down the Programme promptly and in an orderly and financially sound manner.

21 RETURN OF INTEREST AND UNUSED FUNDS

21.1 Upon completion of the Support Period or upon termination of this Agreement, any unused funds that total more than NOK 500 shall be repaid to MFA as soon as possible and at the latest within 6 months. The repayment shall include any interest which have not been used for Programme purposes, and other financial gain accrued on the Grant. This does not apply in case of termination where such funds have been irrevocably committed by Tanzania in a legally binding agreement entered into with any third parties prior to the receipt of the notice of termination.

21.2 Repayments shall be made to the following bank account:

Name of the account:	Royal Norwegian Embassy in Dar es Salaam
Account no.:	7694.05.13487
IBAN no.:	NO8376940513487
Name and address of the bank:	DnB ASA, 0021 Oslo, Norway
Swift/BIC code:	DNBANOKK

The transaction shall be clearly marked: "Unused funds". The name of Tanzania shall be stated, along with the MFA's agreement number and agreement title.

22 DISPUTE RESOLUTION

22.1 Any dispute concerning this Agreement shall be settled by consultations between the Parties.

IN WITNESS WHEREOF the undersigned, acting on behalf of their respective Party, have signed the Agreement in two -2- originals in the English language, whereof the Parties keep one each. In the event of any discrepancies between this English language version and any later translations, the English language version shall prevail.

Place: Dar es Salaam

Date: 09.07.2018

Hanne Marie Kaarstad

for the Norwegian Ministry of Foreign Affairs,
Ms. Hanne-Marie Kaarstad
Ambassador
Royal Norwegian Embassy Dar es Salaam

Dar es Salaam

10.07.2018

James

for the Government of the United Republic of Tanzania
Mr. Doto M. James
Permanent Secretary and Paymaster General
Ministry of Finance and Planning

Attachments:

Annex A: Approved budget for the Programme

Annex B: Results framework

Annex C: Procurement Provisions

Annex A - Approved Budget

TAN-11/0047

Oil for Development Programme - Institutional Cooperation in the Upstream Petroleum Sub-Sector

Annex A: Approved Budget for the Programme in Million

	2017	2018	2019	2020	Total
Total	12,00	16,05	15,55	6,40	50,00
Total Programme Management	0,80	2,00	4,00	0,80	7,60
Programme Management Tanzania	0,40	1,00	1,00	0,40	2,80
Programme Management Norway	0,40	1,00	1,00	0,40	2,80
RNE	0,00	0,00	2,00	0,00	2,00
Accountability/Communication	0,00	0,00	0,00	0,00	0,00
Tanzania	8,15	10,20	7,70	3,50	29,55
Resource Management: Regulatory Framework	2,40	2,10	1,40	0,50	6,40
Resource Management: Institutional Capacity	1,80	2,10	2,10	1,00	7,00
Environment Management: Regulatory Framework	1,40	1,40	0,70	0,00	3,50
Environment Management: Institutional Capacity	1,40	2,10	1,40	1,00	5,90
Safety Management: Regulatory Framework	0,35	0,70	0,35	0,00	1,40
Safety Management: Institutional Capacity	0,70	0,70	0,70	0,50	2,60
Revenue Management: Regulatory Framework	0,00	0,40	0,35	0,00	0,75
Revenue Management: Institutional Capacity	0,10	0,70	0,70	0,50	2,00
Zanzibar	3,05	3,85	3,85	2,10	12,85
Resource Management: Regulatory Framework	0,80	0,70	0,70	0,40	2,60
Resource Management: Institutional Capacity	0,85	1,05	1,05	0,70	3,65
Environment Management: Regulatory Framework	0,70	0,70	0,70	0,00	2,10
Environment Management: Institutional Capacity	0,70	1,40	1,40	1,00	4,50

Total Resource	19,65
Total HSE	4,00
Total Environment (Miljødirektoratet og Kystverket)	16,00
Total Revenue	2,75
Total Programme Management	7,60
SUM:	50,00

