



Terms of Reference (TORs)

Project title: Development of Tanzania’s Long-Term 2050 Vision and a long-term strategy workplan.

Contracting organization: 2050 Pathways Platform hosted at the European Climate Foundation.

In-country political lead: Tanzania’s Vice President’s Office

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1. Purpose and background

The Paris Agreement, adopted at COP21, re-emphasized and invited all parties to the treaty to develop long-term low greenhouse gas emission development strategies (LT-LEDS or LTS) in Article 4.19. The COP27 outcome urged countries to communicate their LTS by COP28. More recently, the first Global Stocktake adopted at COP28 in Dubai “urges Parties that have not yet done so (...) to communicate or revise, by the sixth session of the Conference of the Parties (November 2024), their long-term low greenhouse gas emission development strategies (...) towards just transitions to net zero emissions by or around mid-century, taking into account different national circumstances”. The decision underlines the importance of aligning near-term climate targets with LTSs, to ensure policies implemented now are consistent with the long-term goals and asks for regular updates.

In light of this, The [2050 Pathways Platform](#) (2050PP), a government and multi-stakeholder initiative supporting the elaboration of LTS, has received funding from Germany's International Climate Initiative (IKI), to support specific countries in "Laying the foundations for long-term low emission development strategies (LTS)" (see [project page](#)). The project will equip five countries with tools to develop robust, ambitious LTS, with the aim for countries to start with the elaboration of the long-term vision (LTV) documents as a first contribution towards the elaboration of the LTS.

The Government of Tanzania, represented by the Vice President’s Office (VPO), has expressed interest in being part of the project and develop its LTS.



Scope of work

1.1 Brief description

The key outputs from the project are:

- a. **Vision Document (LTV):** A Long-term Vision document developed in consultation with key national stakeholders and building from existing efforts, processes and policies. This vision document can be submitted to the UNFCCC as a first iteration of the LTS and will act as the underpinning for future elaboration of LTS.
- b. **LTS workplan:** A workplan for the elaboration of the LTS building on the Long-Term Vision, this is developed in consultation with donors to ensure future elaboration and implementation of the LTS.

An LTV is a qualitative exercise that sets the foundations for developing a full LTS by building an initial consensus on the country's long-term socio-economic and climate aspirations through active dialogue with key stakeholders and existing policies and plans. Through this process, a country can clarify its preferred approach to develop a robust LTS.

An LTS workplan is a detailed roadmap that lays out the national approach to the elaboration of the full long-term strategy. This includes a framework for stakeholder engagement including government entities (national and subnational), sectors, civil society, academia, private sector, labor unions, and the donor community; sectoral inputs such as modelling and sector-specific analysis; and a timeline for completion of the final LTS.

The outputs of the project should be the result of a well-organized process under the leadership and guidance of the VPO and other relevant ministries as well as eliciting inputs from key stakeholders and reflecting broad national development priorities.

To facilitate this, the project is divided into three phases based on the specific stages of drafting for the long-term vision.

- Inception
- Elaboration
- Validation and socialization

The selected firm will take the lead in developing these outputs in close collaboration with the VPO and 2050PP. 2050PP's role consists of guiding the consultancy firm / consortium and ensuring quality through learnings from best practice, adherence to timelines and a general oversight on delivery.

This project envisages complete country ownership, building from existing work in-country, as well as coordination with donors throughout the project to ensure operationalisation of the LTS.



1.2 Inception phase

The key aims for this phase are:

Develop the draft structure/ outline of the LTV and the long-term strategy workplan.

- a) Under the guidance of the government, familiarize key stakeholders and development partners with the idea of the long-term vision and the ongoing national long-term planning initiatives

Activities to be performed by the consultancy firm / consortium as part of the inception phase:

- **Provide resources** (presentation, systematization, and summary) **for a workshop** organized by the government
 - o Invitations for the workshop will be sent out by the government
 - o Participants will be identified by the government, building on the list identified for the inception meeting
- **Develop the approach, gantt chart and validation process** for the project:
 - o The validation process of the project and its output would be done by the VPO
- **Draft structure/outline for the LTV**

1.3 Elaboration phase

The key aim of this phase is:

- a) Draft the first versions of the LTV and the long-term strategy workplan based on the bilateral consultations.

Activities to be performed by the consultancy firm / consortium:

- Under the guidance of the government, plan **stakeholder engagement** to be carried out throughout the project, drawing from stakeholder consultation
 - o Develop the **stakeholder engagement strategy** (whom to engage, how to engage and when to engage). A hybrid approach (virtual and in-person) should be considered. The engagement strategy should include briefing notes and interview guides.
 - o Carry out **interviews/ bilateral consultations** with government officials, development partners and key experts to identify critical questions at the intersection of development and climate that will underpin the LTV
 - o Keep a record / summary of engagement to share with the Government of Tanzania
 - o Undertake **workshops / convenings** to further elaborate on themes identified in the interview and bilateral consultations.
 - Invitations for the workshops will be sent out by the government
 - Participants will be identified by the government
 - A professional facilitator is to be contracted for each event to support in ensuring dialogues are well structured and meeting objectives reached
 - o Organization (agenda, presentation, venue) and the prepare summary of engagement (post workshops)
- Develop **1st complete drafts of the LTV and the LTS workplan**
 - o Draft the LTV document and the workplan based on interviews, bilateral consultations workshops.
 - o Prepare supporting material for review and validation by relevant government officials

1.4 Validation and socialization phase

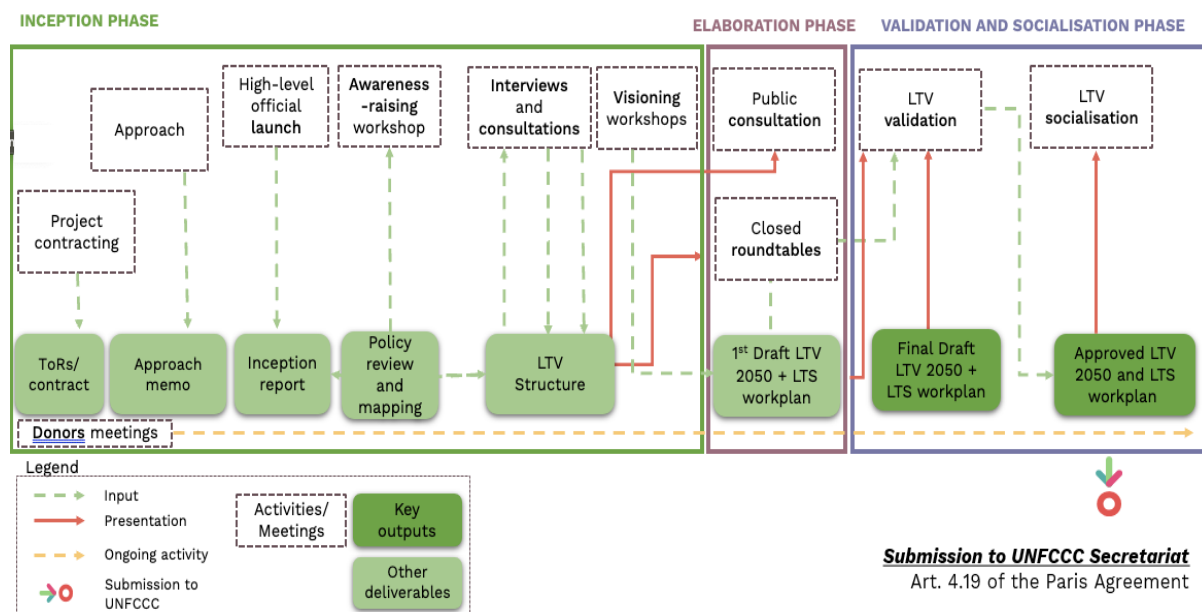
The key aims of this phase are:

- a) Prepare the final draft for the LTV and the workplan for a Long-Term Low-Emission Development Strategy
- b) Socialize the project deliverables with stakeholders identified by the government

Activities to be performed by the consultancy firm / consortium:

- **Provide technical support** (meeting materials, presentation, and summary) **as needed to the government for the organization of a validation workshop.**
 - o Invitations for the workshops will be sent out by the government
 - o Participants will be identified by the government
- Drawing from the workshop, develop **final drafts of the LTV and the LTS workplan**
- **Socialize the LTV and LTS workplan** as identified by the government:
 - o With the support of 2050PP, communicate the work with **development partners** to facilitate a discussion between development partners and the government on synergies and areas of support around the country's LTS work

Visual summary of project – proposed activities



2. Characteristics of the assignment

Duration of contract: This assignment is expected to have an approximate duration of 12 months from the contract's effectiveness date. Preliminary results from the project may be presented at COP29.

Start date: the project is expected to start immediately following contract signature.



Location: remote possible with some travel foreseen for stakeholder engagement activities. However, consultants/ consortiums are highly encouraged to have at least part of the team based in Tanzania.

3. Roles and responsibilities

Government of Tanzania

- The project will be implemented under the guidance and leadership of the government with outputs from the project being provided to the government for validation.
- Prior to the finalization of the firm, the 2050PP will provide an assessment of the proposals made for final approval by the government.
- There will be regular check-ins between the selected firm, government and the 2050 Pathways platform during the course of the project to review outputs.
- Consultations conducted and participants in workshops throughout the project will be identified/approved by the government

2050 Pathways Platform

- 2050 Pathways Platform will support the project by providing funds to undertake the work.
- For this initial meeting 2050PP will provide funds for the meeting venue and related logistics as well as presentation, systematization, and summary on the meetings contents
- The implementing firm will be contracted by the 2050PP. The firm will report to the 2050PP for contractual and administrative purposes
- The 2050PP will act as advisor and will have oversight on the delivery of outputs from the project with a view to provide best practice.

The selected firm

- Undertake all the activities as mentioned in the TORs
- The firm will organize all the logistics (venue, agenda, presentation) for the workshops identified in the project after consultation and approval by the government

4. Qualifications sought from the consultancy firm / consortium

The consultancy firm / consortium is expected to demonstrate:

- Experience on LTS and climate change planning, ideally in-country
- Experience in international best practices in climate change
- Experience in working with government ministries and communicating with high-level government officials
- Experience in translating technical information into clear policy recommendations
- Expertise in conducting capacity building, consensus building, and stakeholder engagement activities
- Proven ability to present information in a clear, precise, and well-articulated manner
- Good communication skills in English (oral and written)
- The consultancy firm / organization / consortium should be able to issue invoices for their work.



If selected, the firm / organisation / consortium, will sign a consultancy agreement with the European Climate Foundation (the legal entity hosting 2050 Pathways Platform). Under this type of agreement, all payments are issued against invoices.

The following criteria will be used for selection:

- Overall quality of the proposal: does the proposal demonstrate a clear understanding of the scope of work, the context, the priorities, as well as of the process needed to develop desired outputs?
- Expertise of the firm or consultancy, experience of the firm or consultancy in similar projects, profile of the consultants, required skills and previous relevant experience, local composition of the team
- Proven track record of undertaking similar consultancies highlighting analytical and high quality and strong technical report drafting skills
- Have the roles of the consortium members been described in detail?
- Does the proposal include a timeline for the sequence of activities and deliverables?
- The candidates will be selected according to the most economical, cost-effective, and efficient proposal based on the above-mentioned criteria

5. Application process and deadline

Please send your expression of interest to apply for this project to the 2050 Pathways Platform Secretariat at secretariat@2050pathways.org by no later than **Wednesday 24th April COB**, stating the following in the subject of the email, “Laying the foundations for LTS in Tanzania.”

You should include as part of your application:

- A **narrative proposal** which should include:
 - o A methodological section, including how you are planning on approaching and carrying out the different activities highlighted in these TORs, considering each of the three phases of work identified in the TORs.
 - o A Gantt Chart for the project, detailing the schedule for the delivery of the project, including indication of timing of activities, delivery of outputs and key meetings/events
 - o Firm/ consortium’s background, legal status, credentials, expertise, and relevant experience. Demonstrable experience in the field (see section 6 below) and examples of previous work with the Government of Tanzania (and in case the firm is not based in-country, examples of work with local partners) - please highlight if the firm/ consortium has prior experience of working with other ministries and departments in the Government of Tanzania.
- A **financial proposal** with your estimated budget requirements to carry out the works, divided into consulting fees and other project expenses (travel, workshops etc.) – see template provided in Annex 1.

Once the consultancy is selected, some additional documents will be required for due diligence and granting.

6. Annex 1: Budget Template

	Amount in EUR	Comments
Inception phase		
<i>Consulting fees</i>		
<i>Travel (including accommodation)</i>		
<i>Venue rent</i>		
<i>Catering</i>		
<i>Material</i>		
<i>Others</i>		
Elaboration phase		
<i>Consulting fees</i>		
<i>Travel (including accommodation)</i>		
<i>Venue rent</i>		
<i>Catering</i>		
<i>Material</i>		
<i>Others</i>		
Validation and socialization phase		
<i>Consulting fees</i>		
<i>Travel (including accommodation)</i>		
<i>Venue rent</i>		
<i>Catering</i>		
<i>Material</i>		
<i>Others</i>		
TOTAL		



Annex II: Overall Project Document

1. DETAILED DESCRIPTION

1.1 Background

Country Profile

The United Republic of Tanzania is the largest country in the Eastern Africa Region with an area of 945,000 km², including Mainland and the Zanzibar. In the 2022 Population and Housing Census, the country was estimated to have a population of 61.7 million people. According to the census results, the population increased by 37% between 2012 and 2022, reflecting an average annual growth rate of 3.2%, the third highest population growth rate in the world. Currently, about 80 percent of Tanzanians live in rural areas and mostly dependent on agriculture.

Strong macro fundamentals allowed Tanzania to emerge from the COVID-19 pandemic in good shape, though economic recovery has been relatively modest due to strong headwinds created by the ongoing war in Ukraine, tightening global financial conditions, and global economic slow-down. For 2022, the World Bank estimates that GDP growth was 4.6%, marginally higher than 4.3% growth in 2021.

Inflation continued to edge up during 2022 as a result of rising international commodity prices and severe drought, reaching 4.2% in the first nine months of 2022 compared to 3.5% in the same period the previous year. This is concerning as food makes up about 30% of the consumer price basket.

The pandemic caused an increase in the poverty rate, from 26.2% in 2019 to 27% in 2021. A minor reduction in the overall poverty rate is anticipated in 2022.

Climate & Environmental Issues and Management in Tanzania

Tanzania is among countries that produce very low emissions of greenhouse gases (GHG) both in total and per capita, with major emitting sectors including forestry through deforestation, transport and farming through crop production and livestock. The country's GHG emissions are, however, predicted to increase due to future coal and gas developments to sustain industrialization objectives, unless measures are taken to institute systems that effectively enhance low carbon development in key sectors such as energy, agriculture and LULUCF. Tanzania continues to undertake various efforts in terms of clean energy production, integrated agriculture and industry, which contribute to the global mitigation agenda. Tanzania would require an investment of approximately USD 160 billion for mitigation activities aimed at achieving 100% renewable energy for electricity, buildings, and industry by 2050 [2]. The country plans to reduce respectively by low and high ambition scenarios, 30% of GHGs (approximately 138 MtCO_{2e}) and 35% reduction of GHGs (approximately 153 MtCO_{2e}) from the BAU scenario, by 2030. To track transparency, the government has put in place a GHG inventory and Measurement, Reporting and Verification (MRV) system that will be updated regularly to allow assessment of the impact of mitigation actions. Tanzania doesn't have a Long-Term Low Emissions Development Strategy (LTS). However, the country is making various Low Carbon Development (LCD)-related initiatives to reduce emissions by 2030.



1.2 Stakeholders

The proposed project intends to engage and benefit a diversity of stakeholder groups which include: Government Ministries, Departments and Agencies; Local Government Authorities; general public; private sector; Development Partners; Civil Society Organizations (CSOs); and policy makers.

1.3 Participation

The commitment and involvement of stakeholders is a key factor for the success and lasting impact of the project. This project will maximize its potentials by involving all stakeholders in various stages of project implementation to provide inputs, validation, assess the progress and suggest solution to problems arising for a successful project implementation. During implementation of the project, it will be ensured that awareness is raised among stakeholders to promote their involvement. This participatory approach will be maintained throughout the project time to maximize the potential outcomes of the project.

1.4 Transparency and Accountability

The local stakeholders and beneficiaries will be involved in all planned activities from the beginning through awareness raising, consultative and regular feedback meetings. Continuous monitoring will ensure that the activities contribute to reaching the project targets. The outcomes of monitoring and evaluation activities will be discussed in a structured way with the beneficiaries at individual and group levels to identify potential challenges in the implementation of the project. All financial matters related to this project will follow and adhere to the government financial rules and regulations as well as the German Government's International Climate Initiative (IKI)¹.

Regular progress reports are not required to be provided however, milestones and outcomes of the project will be shared by the 2050 Pathways Platform with the Government through regular occurring coordination calls between the two aforementioned entities.

2. PROJECT ORGANIZATION

2.1 Contracting Party

As per letters per letters with Ref. No. BC.78/145/01-A/7 and Ref. No. CBD.38/145/01'D/56 dated 11th of November 2022 and 28th of December 2022, respectively, the 2050 Pathways Platform is the project's main implementing partner. Subcontractors will be responsible for communicating progress to the 2050 Pathways Platform on a regular basis. The Tanzanian Vice President's Office is the principal entity for the project's activities. The VPO will be the entity to receive the final outputs of the project as provided by the 2050 Pathways Platform for the elaboration of the long-term vision, long term strategy workplan and related capacity building. The VPO is mandated to oversee Union Affairs and Environmental Management. With regard to environment, the mission of the VPO is 'to provide policy guidance and oversight on environmental management for sustainable socio-economic development in Tanzania.'

2.2 Implementing Entities

¹ https://www.international-climate-initiative.com/fileadmin/iki/Dokumente/Projekt_steuern/Foerderantrag/210326_Guidelines_international_applicants.pdf



The project will be implemented under the guidance and leadership of the VPO with project outputs provided to the government for validation.

4.2.1 Vice President's Office

a) Division of Environment

The Division of Environment is responsible for the overall environmental policy and regulation, formulation, coordination and monitoring of environment policy implementation in the country. It is also responsible for coordinating implementation of multilateral environmental agreements in the country.

The Division is led by a Director and comprises of three Sections as follows:

i) Environmental Natural Habitats Conservation: This Section is responsible for developing, reviewing and coordinating implementation of environmental policies, acts, regulations, guidelines, programmes and strategies which are related to natural habitats and environmental conservation. Some of the specific areas of focus include biosafety; State of the Environment reporting; and biodiversity conservation of major lake basins such as Lake Tanganyika and Lake Nyasa. In addition, the Section coordinates Global Environment Facility (GEF) activities.

ii) Environmental Management of Pollution: The Section is charged with the preparation, review and provision of advice on policies, legislation and guidelines which are related to environmental management of pollution. Some of the specific areas of focus include ozone depleting substances; persistent organic pollutants; and sustainable consumption and production.

iii) Environmental Assessments and Climate Change: The main responsibilities of this Section is to prepare and review environmental management policies, legislatives, regulations, guidelines, criteria and procedures for environmental impact assessments, risk assessments and Strategic Environmental assessments. Some of the specific areas of focus include climate change; poverty and environment mainstreaming; approval of Environmental Impact Statement (EIS) and Strategic Environmental Assessment (SEA).

b) Division of Policy and Planning

This Division has three sections namely:- Policy Analysis, which is responsible for providing policy guidance in reviewing and harmonizing the policy; Monitoring and Evaluation, that deals with monitoring of plans, policies and programs: and Planning and Budget that deals with planning issues, resource mobilization and budgeting.

c) Legal Services Unit

The Unit is responsible for *inter alia*, provision of legal advice to the VPO; and preparation of legal instruments.

d) Government Communication Unit



The Unit is responsible for enhancing accessibility of VPO information, education and communication to stakeholders.

2.3 Implementation Arrangement of the Project

The management of the project will be undertaken by the 2050 Pathways Platform with guidance from the Vice President's Office (VPO). The execution of activities will be carried out by sub-contractors contracted based on an open and transparent request for proposals process. The Vice President's Office will provide the necessary advisory on project deliverables, approve activities and final outputs. The VPO will act as the key interlocuter and convenor between Ministries and other stakeholders for public events, where desired.

2.4 Project Coordination

Project coordination will remain at the Ministerial level with the Vice President's Office (VPO) together with the 2050 Pathway's Platform. As a part of the pre-inception phase of this project, a firm will be selected to carry out the main activities of the project (Terms of Reference). Prior to securing the firm selected as the project implementing partner, the 2050 Pathways Platform will provide an assessment of the proposals made for discussion and approval by the government.

There will be regular coordination meetings (at least on a monthly basis) between the Vice President's Office, the 2050 Pathways Platform and the eventual selected project implementing partner during the course of the project to review outputs, give guidance on planned strategies, assist in improving programming content and methods, and to inform interested partners of any upcoming programs. The continuous cooperation with Sector Ministries, Local Government Authorities (LGAs) and other relevant stakeholders will facilitate the building of synergies and allow for more effective implementation of the planned activities.

3. OBJECTIVES AND RESULTS FRAMEWORK

The overall objective of the proposed project is to support the United Republic of Tanzania in laying the foundations for elaborating its Long-term Low Greenhouse Gas Emission Development Strategy (LT-LEDS or LTS) as is emphasized in the United Nations Framework on Climate Change's Paris Agreement.

The Paris Agreement, adopted at COP21 in 2015, re-emphasized and invited all parties to the treaty to develop LTS) in Article 4.19. The COP27 outcome in 2021 urged countries to communicate their LTS by COP28. The decision underlines the importance of aligning near-term climate targets with LTSs, to ensure policies implemented now are consistent with the long-term goals and asks for regular updates.

In light of this, The [2050 Pathways Platform](#) a government and multi-stakeholder initiative supporting the elaboration of LTS, has received funding from Germany's International Climate Initiative (IKI), to support specific countries in "Laying the foundations for long-term low emission development strategies (LTS)" (see [project page](#)).

The specific objectives of this project are the following:

- i) Equip Tanzania with tools to develop a robust, ambitious **long-term vision (LTV) document** as a first contribution towards the elaboration of the LTS as requested in the Paris Agreement.



- ii) Development of an **LTS workplan** which builds upon the long-term vision for the elaboration the full LTS. The LTS workplan is to be created in consultation with development partners to ensure future elaboration and implementation of the LTS.

3.1 Project Outcomes

The project is expected to support relevant government institutions with the necessary knowledge and capacity to support in the elaboration of a long-term vision and thus significantly contribute to the improvement of Tanzania’s long term climate change policy management.

3.2 Project Activities and Outputs

Table 1: List of Proposed project activities and the intended outputs.

S/N	Activities	Sub-activities	Outputs	Verifiable Indicators
Strategic Objective 1: Equip Tanzania with tools to develop a robust, ambitious LTS, with the aim to start with the elaboration of the long-term vision (LTV) document as a first contribution towards the elaboration of the LTS.				
<i>Inception Phase</i>				
1.1	Develop the draft structure / outline of the LTV	1.1.1 Under the guidance of the Government, familiarize key stakeholders on the long-term vision and ongoing national long term planning initiatives.	Meetings held, key stakeholders list	Number of meetings held, number of key stakeholders engaged
		1.1.2 Provide resources (presentation, systematization, and summary) for a workshop organized by the Government.	Presentations, event report, participants list GANTT chart, Coordination Framework	Meeting Summary and participants list GANTT chart, Coordination Framework
		1.1.3 Develop the approach, GANTT chart, and validation process, determined by the Government.	Draft structure/outline for the LTV	Structure/outline for the LTV
<i>Elaboration Phase</i>				
1.2	Draft first versions of the LTV	1.2.1 Develop the stakeholder engagement strategy (whom, how, and when to engage)	Stakeholder engagement plan Briefing notes Interview guides	Stakeholder engagement plan

		1.2.2 Carry out interviews / bilateral consultations with government officials, and key experts to identify key areas to include in the LTV	Summary of Engagement Participants list, invitations	Summary of Engagement Participants list, workshop summary
		1.2.3 Convene workshops/meetings to further elaborate on themes identified in bilateral consultations. (Participants, invitations approved by the Government)	Agenda, Presentations Contracted facilitator First complete LTV draft	First complete LTV draft
		1.2.4 Contract professional facilitator to support dialogues and objectives of Activity 1.2.3		
		1.2.5 First complete draft of the LTV		
<i>Validation and socialization phase</i>				
1.3	Prepare final draft for the LTV	1.3.1 Provide technical support as needed to the Government for the organization of a validation workshop 1.3.2 Drawing from the workshop held under Activity 1.3.1 develop final drafts of the LTV	Participants list, invitations, presentations, agenda, workshop summary Final LTV draft	Participants list, workshop summary Final LTV draft
Strategic Objective 2: Development of an LTS workplan which builds upon the long-term vision for the elaboration the full LTS.				
<i>Inception Phase</i>				
2.1	Develop the draft structure / outline of the LTS workplan.	2.1.1 Under the guidance of the Government, familiarize key development partners on the long-term vision and	Meetings held, key development partners list Presentations, event report, participants list	Number of meetings held, number of key development partners engaged Presentations, event report, participants list

		ongoing national long term planning initiatives.	Draft structure/outline for the LTS workplan	Structure/outline for the LTS workplan
		2.1.2 Provide resources (presentation, systematization, and summary) for a meeting with development partners, organized together with the Government and 2050 Pathways Platform	Meeting summaries with key stakeholders	Meeting summaries with key stakeholders
		2.1.3 Socialize the LTV as identified by the Government with key stakeholders		
<i>Elaboration Phase</i>				
2.2	Draft first versions of the LTS workplan	2.2.1 Carry out interviews/ bilateral consultations with development partners	Interviews/consultations held	Number of interviews/consultations held
		2.2.3 Develop first complete draft of the LTS workplan	Briefing notes, interview guides Summary of engagement Draft LTS workplan	Briefing notes, interview guides Summary of engagement Draft LTS workplan
<i>Validation and socialization phase</i>				
2.3	Prepare final draft of LTS workplan	2.3.1 Draw from the workshop held under Activity 2.1.1 develop the final draft of the LTS workplan	Final draft LTS workplan	Final draft LTS workplan
		2.4.2 Socialize the LTS workplan as identified by the Government with development partners	Meeting summaries with development partners	Meeting summaries with development partners

4. RISK AND RISK MANAGEMENT

Table 2 presents a list of potential risks during implementation of the project along with the corresponding proposed management strategies.

Table 2: Proposed management strategies for various potential risks

Risk	Risk Management Strategy	Probability
1. Lack of executive and stakeholder commitment	<ul style="list-style-type: none"> • Establish a dedicated project management leadership team • Explain the commitment that is required and ensure that it is adequately supported • Strive to fully hold wide stakeholder consultations possible and collate views from a variety of stakeholders, including from marginalised communities. 	Medium
2. Misunderstanding between the Project Team and other stakeholders	<ul style="list-style-type: none"> • Establish clear lines of communication between the project team and stakeholders • Proactively manage communication • Ensure all project status information is accurate and up-to-date 	Medium
3. Overly optimistic schedule	<ul style="list-style-type: none"> • Incorporate adequate time for planning, design, testing, changes, and documentation, and properly account for nonworking time such as weekends, holidays, and staff vacations. • Plan all the job details at the beginning of the project to allow sufficient time for team members to review their schedules. • Properly account for schedule dependencies including stakeholder dependencies that are not directly controllable. 	Medium
4. Unintended deviation from the plan	<ul style="list-style-type: none"> • Work closely with stakeholders when developing requirements. • Be prepared to flexibly plan against major changes and additions once development has begun, and be prepared to explain consequences. • Use incremental development practices. 	Low



5. FINANCIAL MANAGEMENT

The project funding will be administered by the 2050 Pathways Platform. As stipulated in the corresponding Specific Agreement between the United Republic of Tanzania and 2050 Pathways Platform under Article 4, All financial costs arising from the project will be subject to internal budget approval of the ECF and will be in line with German Government's financial grant requirements.²

6. GOVERNANCE

To mitigate any risks of corruption in the project all stakeholders shall follow clearly structured financial and public procurement procedures as stipulated in the Public Finance Act and the Public Procurement Act. Each person involved in the project has to agree on the no-corruption policy as per the Code of Ethics. In addition, internal control mechanisms, audits and transparency measures will be implemented to strengthen project safeguards. The project will also have zero-tolerance on corrupt actors in the project; and appropriate measures including reporting them to corruption bureau will be taken.

7. MONITORING AND EVALUATION

Day-to-day monitoring of implementation progress will be the responsibility of the 2050 Pathways Platform.

Should there be a need for a project evaluation ex post, it will involve a review of project impact, analyze sustainability of results and assess the level of project achievements.

8. TIME FRAME

This project is expected to be implemented for a period of 12 months, starting from the project start date.

9. SUSTAINABILITY

The Government has demonstrated its commitment in environmental management by enacting the Environmental Management Act (2004) and its Regulations.

² <https://www.international-climate-initiative.com/en/find-funding/proposal-phase-for-iki-projects/>