



TANZANIA RENEWABLE ENERGY ASSOCIATION (TAREA)

STRATEGY 2020 – 2024

For a sustainable Future

TAREA

Tanzania Renewable Energy Association



A project funded by

BMZ



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Unternehmensberatung

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Abbreviations

ACET	Association of Consulting Engineers Tanzania
ATC	Arusha Technical College
AQSRB	Architects and Quality Surveyors Review Board
AGM	Annual General Meeting
B2B	Business to Business
BEST-Dialogue	Business Environment Strengthening Tanzania
bfz	Berufliche Fortbildungszentren der Bayerischen Wirtschaft
BMO	Business Management Organization
BUREA	Burundi Renewable Energy Association
CoET	College of Engineering and Technology
COSTECH	Tanzanian Commission for Science & Technology Tanzania Renewable Energy Association
CRDB	Cooperative Rural Development Bank
CTCN	Climate Technology Centre & Network
DFID	Department for International Development
DTP	Deutsch-Tansanische Partnerschaft e.V
DVD	Digital Video Disc
EAC	East African Community
EACREEE	East Africa Centre for Renewable Energy and Energy Efficiency
EAREF	East Africa Renewable Energy Federation
EAREP	East Africa Renewable Energy Partnership
EPD	Energy Private Developers Rwanda

ESIA	Environmental and Social Impact Assessment
EU	European Union
EWURA	Energy and Water Utilities Regulatory Authority of Tanzania
FDC	Folks Development College
FM	Frequency Modulation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GVEP	Global Village Energy Partnership
ICT	Information Communication Technology
IEC	International Electrotechnical Commission
IFC	International Finance Cooperation
ITV	Independent Television
KEREA	Kenya Renewable Energy Association
kWp	Peak Kilowatt
LANAC	Lighting Africa National Advisory Committee
LED	Light Emitting Diode
LGA	Local Government Authority
LIFE	Life International Foundation for Ecology
MoE	Ministry of Energy
MW	Mega Watt
NEMC	National Environmental Management Council
NHC	National Housing Corporation
NGO	Non-Governmental Organization

NIWE	National Institute of Wind Energy
NSSF	National Social Security Fund
PT	Practical Training
PV	Photovoltaic
RALGA	Regional Administration and Local Government Authority
R&D	Research and Development
REA	Rural Energy Agency
RE	Renewable Energy
REEEP	Renewable Energy and Energy Efficiency Program
REFIT	Renewable Energy Feed in Tariffs
RETs	Renewable Energy Technologies
REZA	Renewable Energy Zanzibar Association
RUWASA	Rural Water and Sanitation Agency
SADC	Southern Africa Development Cooperation
SDGs	Sustainable Development Goals
SE4ALL	Sustainable Energy for All
SESSA	Sustainable Energy Society of Southern Africa
Sida	Swedish International Development Agency
SNV	Netherlands Development Organization
SPP	Small Power Project
SWOT	Strengths Weaknesses Opportunities Threats Analysis

TANESCO	Tanzania Electricity Supply Company
TANGSEN	Tanzania Gender and Sustainable Energy Network
TAPAFE	Tanzania Parliamentarians Friends of Environment
TAREA	Tanzania Renewable Energy Association
TASEA	Tanzania Solar Energy Association
TBC1	Tanzania Broadcasting Corporation
TBS	Tanzania Bureau of Standards
TFS	Tanzania Forestry Agency
TGNP	Tanzania Gender Networking Program
TIRDO	Tanzanian Industrial Research & Development Organization
TPSF	Tanzania Private Sector Foundation
TRA	Tanzania Revenue Authority
TV	Television
UDSM	University of Dar es Salaam
UNDP/GEF	United Nations Development Program/Global Environment Facility
UNIDO	United Nations Industrial Development Organization
UNREEEA	Uganda National Renewable Energy and Energy Efficiency Alliance
USAID	United States Agency for International Development
VAT	Value Added Tax
VETA	Vocational Education and Training Authority
VET	Vocational Education Training

VICOBA	Village Cooperative Bank
VPO	Vice Presidents Office
VTC	Vocational Training Centre
Wp	Watt peak
WWF	World Wildlife Federation



Preface

The development of the Strategic Plan 2020-24 was a process that involved TAREA members actively. The first involvement was members presenting their inputs through questionnaire, appendix 7. The second involvement was the workshop that involved members of the Executive Committee; Advisory Committee; and members from the biomass sector. Workshop was held in Zanzibar from 2nd February, 2020 to 6th February, 2020.

TAREA thanks BMZ and SEQUA through bfz gGmbH that have supported the development of this Strategy.

Endorsed

For a sustainable Future



A handwritten signature in black ink, appearing to read 'A. Kweka', is written over a large, faint watermark of the TAREA logo.

Prof.-Eng. Aminirabi Erasto Kweka
Chairperson for TAREA

Place: Dar es Salaam

Date: 24th July 2020

1.0 Introduction

1.1 Strategy Review

TAREA (Tanzania Renewable Energy Association), previously known as TASEA (Tanzania Solar Energy Association) was established in 2000 and registered with No SA10900 on 7th May 2011 by the Ministry of Home Affairs, under Societies Act CAP.337 [R.E.2002] as a member-based non-profit non-governmental organization of renewable energy stakeholders working in Tanzania Mainland standing for the recognition of the excellence of renewable energy technologies and services. Since its inception, TAREA has grown from a small committee carrying out a limited number of activities, to an organization with 832 members [December, 2019], 5 full-time employees, 5 volunteers, and an extensive portfolio of projects and programs it has carried out under its mandate.

The development of the Strategy of 2020-2024 involved the following activities:

- (1) Assess members satisfaction;
- (2) Assess members' needs;
- (3) Assess the existing membership of TAREA in terms of its membership portfolio, i.e. membership numbers and categories. This assessment sought to identify the growth over time within the different membership categories.
- (4) Review the operational costs of TAREA
- (5) Review previous activities carried out by TAREA
- (6) Identify project-based activities and activities for institutional strengthening that will lead to the accomplishment of the Association's objectives. This assessment also focused on the target recipient, possible funding sources and the timing for implementation of the activities.
- (7) Review of funding that is required to cover operational costs and implementation of activities
- (8) Review capacity and resources, both internal and external, that are existing and required
 - i. Identification of potential partnerships (including private sector partnerships, development partners, technical partners and institutional partners) that will assist in achieving the objectives of TAREA
 - ii. SWOT analysis
 - iii. Stakeholder analysis
 - iv. Organizational environment analysis
 - v. Member service development
 - vi. Gender mainstreaming
 - vii. National, regional and international policies, strategies and goals reviews
- (9) Mainstream EAC regional renewable energy challenges.

1.2 History

Tanzania Renewable Energy Association (TAREA) was initiated in 2000, following a three-day workshop, where it was agreed by some industry players that there was a need for a network devoted permanently to the promotion of solar energy in Tanzania. With inputs from stakeholders, a committee was established to set up the organization and its governing structure. It was formally registered at the Ministry of Home Affairs on 7th May, 2001 as Tanzania Solar Energy Association (TASEA). Members in the Annual General Meeting held on 21st August, 2010 decided to change from TASEA to TAREA due to the increased operations from solar technologies to other renewable energy technologies like wind, biomass and mini-hydro.

TAREA hired its first staff with the support of Deutsch-Tansanische Partnerschaft e.V. (DTP). Since this time, the organization has also been assisted by some German and Tanzanian volunteers. TAREA has two branches that serve in the Northern Zone and Lake Victoria Zone.

2.0 Governance

2.1 Governance and Administration

2.1.1 Overall Governance

The Constitution sets out how the organization is governed in principle, and the office bearers who are responsible for carrying out activities. The revised Constitution was approved by members at the Annual General Meeting on 21st August 2010. The overall governance structure of the association is shown in Figure 1.

2.1.2 Annual General Meeting

As a membership organization, the supreme authority of the group is the Annual General Meeting (AGM) which is held each year at an appropriate location. At this time officers and committee members of the organization are elected (i.e. every three years) and annual reports are presented. TAREA has managed to observe the leadership election as it has been stated in the constitution. To avoid conflict of interest, as tradition, TAREA has been electing Chairperson from academia.

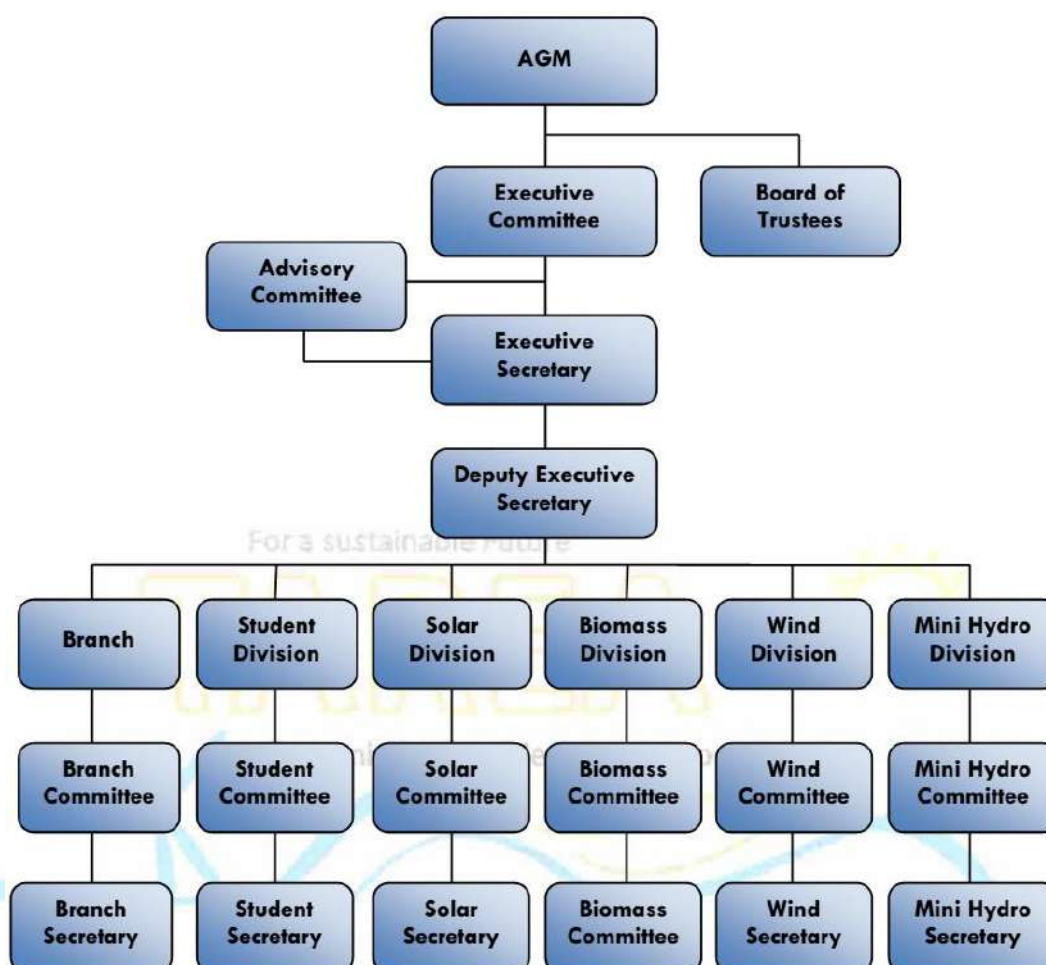


Figure 1: Governance Structure

2.1.3 Executive Committee

The day to day running of the Association's affairs is vested in the Executive Secretary with support from the Advisory Committee. As shown in Table 2-1, the Executive Committee is composed of TAREA office bearers plus representatives from the industry and the sector. The Executive Committee meets 4 times per year and regular records of meetings are kept.

Members of the Executive Committee report to the Annual General Meeting. As mentioned in the Constitution, the Executive Committee shall be responsible for managing the affairs of the Association in conforming to the Constitution and By-Laws.

In addition to the Executive Committee comprising the officers of the Association, Executive Committee shall comprise four nominees of the Annual General Meeting

representing different membership categories and shall consist of not more than five Chairpersons representing the TAREA Branches and Committees.

Table 2-1 TAREA Executive Committee Members [April, 2017-March, 2020]

Name	Organisation	Role
Prof. Eng. Aminirabi Erasto Kweka	Tumaini University	Chairperson
Eng. Prosper Magali	Ensol (T) Ltd	Vice Chairperson
Eng. Hamisi Mikate	Ensol (T) Ltd	Treasurer
Eng. Matthew Matimbwi	TAREA	Executive Secretary
Ms. Emma Laswai	TAREA	Deputy Executive Secretary
Mr. Godwin Msigwa	Freelance	Member
Ms. Brenda Kazimili	University of Dar es Salaam	Member
Eng. Lydia Mugarula	Freelance	Member
Eng. Restuta Kokushuliza	University of Dar es Salaam	Member
Eng. Elson Malyi	Jeel International Ltd	Chairperson Lake Victoria Zone Branch
Eng. Livinus Manyanga	KAKUTE	Chairperson Northern Zone Branch
Eng. Arfaksad Ndilanha	Envotec Ltd	Chairperson Advisory Committee
Prof.-Eng. Cuthbert Kimambo	University of Dar es Salaam	Ex-Chairperson
Prof.-Eng. John Geoffrey	University of Dar es Salaam	Ex-Chairperson

In addition to the duties and responsibilities indicated in the Constitution, the Executive Committee shall have the power to co-opt additional members to the Committee as required for a specific task. In this regard, the Executive Committee may hire and remunerate such employees as may be required for conducting the business of the Association. These additional members may be remunerated for conducting the business of the Association subject to the approval of the Executive Committee. With regards to termination of the appointment of members to the Executive Committee, members of the Executive Committee who do not attend three consecutive meetings will result in termination of their appointment. However, the Executive Committee member has the right to appeal the decision of removal to the Chairperson in writing.

The extended proposed duties and responsibilities of the Executive Committee, as well as the criteria for termination of their appointment, will need to be communicated to the Executive Committee members at their next meeting, and the agreement will need to be reached at the next Annual General Meeting (AGM).

2.1.4 Advisory Committee

The Advisory Committee provides technical support to both the Executive Committee and Executive Secretary on matters about the efficient operation of TAREA. Meetings of the Advisory Committee shall still be convened monthly.

Table 2-2 Members of the Advisory Committee [April, 2017-March, 2020]

Name	Organization	Role
Eng. Arfaksad Ndilanha	Envotec Ltd	Chairperson (Biomass)
Dr.-Eng. Divina Kaombe	University of Dar es Salaam	Secretary (Renewable Energy)
Eng. Leonard Pesambili	Freelance	Deputy Secretary (Energy Efficiency)
Mr. Mike Mkombozi	Nishati Associates Ltd	Member (Mini Hydro)
Mr. Arthur Karomba	Energioverda Ltd	Member (On-Grid Solar)
Eng. Felister Assenga	Davis & Shirliff	Member (Off-Grid Solar, Solar Pumping and Solar Water Heating)
Mr. Adrian Mapunda	PowerGen Renewable Energy	Member (Solar Mini Grid)
Mr. Uri Epstein	Windlab	Member (Wind power)
Dr. Gerd-Henning Vogel	TAREA	Technical Advisor

As indicated in the Constitution, the functions and responsibilities of the Advisory Committee include advising the Executive Committee and Executive Secretary on matters related to realizing TAREA's mission, visions and objectives, advising on the day to day administrative matters of TAREA, devising and implementing strategies.

Advisory Committee comprises of seven appointees. Only one member of the Advisory Committee is elected by the Annual General Meeting through votes. Chairperson of the Advisory Committee convenes and chairs the meetings of the Advisory Committee. The Secretary of the Advisory Committee acts as the Secretary to the Advisory Committee meetings and carries out an advisory role to the Chairperson of the Advisory Committee.

2.1.5 Board of Trustees

The Board of Trustees reports to the Annual General Meeting. In addition to being responsible for providing custody to the property and assets of the Association and disposal thereof in the event of dissolution of TAREA, it is proposed that the Board of

Trustees shall also support the Association with a high level of strategic advisory and patronage role and shall provide advice in resource mobilization and fundraising.

Members of the Board of Trustees shall convene annually before the Annual General Meeting, whereby the Board of Trustees provides a report to the Annual General Meeting.

2.1.6 Divisions

As stated in the Constitution, the Association shall establish as many Divisions as the Executive Committee considers necessary. Each Division shall elect a Committee Chairperson and Secretary every three years and shall be responsible to the Executive Committee. Those Divisions that have been identified, but require establishment, include a Student Division, Solar Division, Biomass Division, Wind Division and Mini Hydro Division. The Divisions shall represent affiliated Industries Associations, academic institutions or sector bodies.

2.1.7 Branches

Since the inception of TAREA two branches have been established in the Northern and Lake Victoria Zones with offices in Arusha and Mwanza, respectively.

It is proposed that each branch be governed independently, being only nominally affiliated with TAREA, but shall still report to the Executive Secretary. Branches will serve as link points and outreach points that help build the organization's membership. The number of TAREA Branches can be increased to include other administrative regions across Mainland Tanzania.

2.2 Membership

The membership of TAREA has shown gradual growth over the years to reach 832 registered members (December, 2019). A membership list is retained in the Secretariat database, and is maintained and updated by the Secretariat. There is an established, organized method of applying for membership that includes a professionally developed registration form. TAREA Membership entitles subscribers to informational materials, invitation to meetings, etc. Payment is on an annual basis, from January to December. Table 2-3 illustrates the total number of registered members up until December 2019.

2.2.1 Registration Membership Profile

The total number of registered members (December 2019) amounts to 832 members. The total number of paid members is addressed under 'Membership Revenue Profile' of section 2.3.3. Table 2-3 indicates the various membership categories that comprise the registration membership profile.

Table 2-3 Registered members by membership category [31 December, 2019]

Membership Category	Members
Corporate Membership	
Large Business/ Organisation	89
Small Business	64
Dealer Membership	8
Professional Membership	
Practising Professionals (<i>consulting professionals, engineers</i>)	181
Recognized Technicians (<i>technicians and installers</i>)	178
Associate Membership	63
Student Membership	231
International Membership	
Corporate (<i>Companies, institutions and organizations</i>)	11
Individual	7
TOTAL	832

2.2.2 Membership Revenue Profile

Table 2-4 illustrates the 2019 registration and annual fees for the various membership categories.

Table 2-4 TAREA membership fees for 2019

Membership Category	Registration Fee (TZS)	Annual Fees (TZS)
Corporate Membership		
Large Business/ Organisation	100,000	400,000
Small Business	50,000	250,000
Professional Membership		
Practicing Professionals (<i>consulting professionals, engineers</i>)	30,000	50,000
Recognized Technicians (<i>technicians and installers</i>)	20,000	20,000
Associate Membership	30,000	40,000
Student Membership	10,000	10,000
International Membership		
Corporate (<i>Companies, institutions and organizations</i>)	US\$200	US\$700
Individual	US\$10	US\$10

A provisional projection of paid members was undertaken for the period 2020-2024 as indicated in Table 2-5. These projections are based on the annual membership increases indicated in Table 2-6. In the same table 2-5, the actual figures are shown.



Table 2-5 Active membership number projection 2020-2024

Membership category	2017		2018		2019		2020	2021	2022	2023	2024
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Plan	Plan	Plan	Plan
Corporate											
Small corporate	26	18	29	13	32	13	35	40	45	50	55
Large corporate	45	35	50	37	55	34	40	45	50	55	65
Dealers	9	3	11	1	15	2	5	5	7	10	15
Professional											
Practicing professionals	80	70	90	48	100	75	85	90	100	110	130
Recognized technicians	40	63	45	41	50	50	65	70	80	90	110
Associate	45	19	50	10	55	19	25	30	35	40	50
Student	45	38	50	51	55	20	50	55	60	65	70
International											
Corporate	5	5	6	3	6	4	6	8	10	12	14
Individual	4	0	6	1	8	0	2	2	2	2	2
Total number of members	299	251	337	205	376	216	313	345	389	434	511

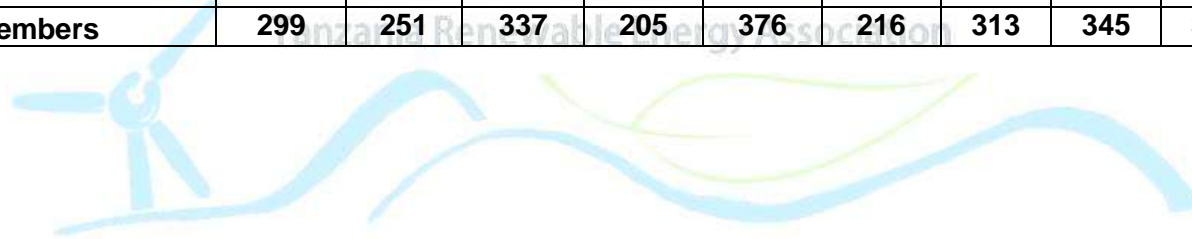
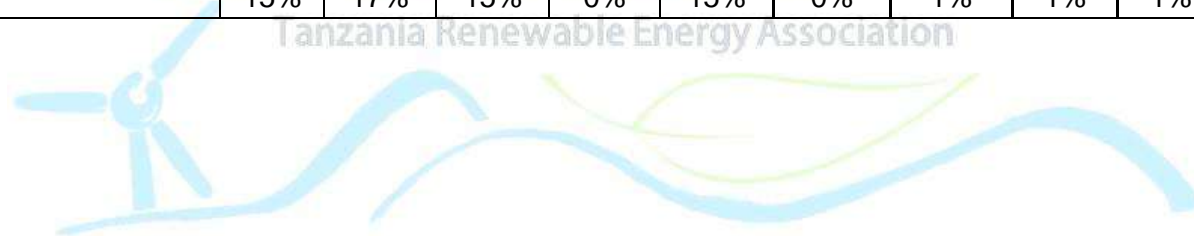


Table 2-6 Projected annual membership increase

Year	2017		2018		2019		2020	2021	2022	2023	2024	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Plan	Plan	Plan	Plan	
Corporate												
Small business	25%	7%	25%	3%	25%	2%	3%	3%	4%	5%	5%	
Large business/organization	20%	8%	20%	9%	20%	5%	6%	6%	8%	8%	10%	
Dealers	15%	14%	15%	0%	20%	0%	1%	1%	1%	1%	1%	
Professional												
Practicing professionals	20%	11%	20%	9%	20%	10%	11%	11%	12%	12%	13%	
Recognized technicians	15%	9%	15%	4%	15%	5%	5%	6%	6%	7%	8%	
Associate	15%	12%	15%	7%	15%	2%	3%	3%	4%	4%	5%	
Student	45%	18%	45%	19%	45%	3%	4%	4%	4%	5%	5%	
International												
Corporate	55%	11%	55%	0%	55%	10%	5%	5%	5%	5%	5%	
Individual	15%	17%	15%	0%	15%	0%	1%	1%	1%	2%	2%	



In addition to projecting future membership numbers, the anticipated membership revenue was projected. This was determined based on the registration and annual fees (provided in Table 2-4). The resulting projected revenue is indicated in Table 2-7

Table 2-7: Projected membership revenue 2015 - 2019 and 2020-2024

Year	2017		2018		2019		2020	2021	2022	2023	2024
	Plan *000	Actual *000	Plan *000	Actual *000	Plan *000	Actual *000	Plan *000	Plan *000	Plan *000	Plan *000	Plan *000
Corporate											
Small corporate	6,155	4,700	7,080	3,350	8,145	4,121	4,245	4,245	4,415	4,636	4,636
Large corporate	25,555	10,600	29,390	15,500	33,800	19,103	20,249	20,249	21,869	21,869	24,056
Dealers	530	200	610	50	705	62	63	63	63	63	63
Professional								0	0	0	0
Practicing professionals	4,540	3,950	5,225	3,312	6,010	4,074	4,522	5,019	5,621	5,621	6352
Recognized technicians	2,015	520	2,320	940	2,670	1,156	1,156	1,287	1,364	1,459	1,576
Associate	980	940	1,130	520	1,300	640	659	659	685	685	719
Student	415	670	480	870	555	1,070	1,113	1,113	1,113	1,169	1,169
International									0	0	0
Corporate	4,255	7,038	4,895	4,620	5,630	5,683	5,967	5,967	5,967	5,967	5,967
Individual	665	22	765	22	880	27	27	27	27	27	27
Total	45,110	28,640	51,895	29,184	59,695	35,936	38,001	38,132	41,124	41,496	44,565

2.3 Operational Costs

TAREA, as a fully-fledged independent organization, has an office located at Mandela Road, Plot 1080 Mabibo External, Export Processing Zones Authority, and Shopping Arcade 17. According to TAREA's Statement of Income and Expenditure for the year ended 31st December 2019, TAREA's office operating cost amounted to TZS 436,206,519. The financial statement for 2019 is presented in section 3.5, which provides a breakdown of all income and expenditure activities from 2017 and illustrates the projected income and expenditure up until 2024.

TAREA has a modest set of office equipment and a small demonstration PV set. This equipment has been donated by the DTP, DFID, GIZ, UNIDO, UNDP-GEF (United Nations Development Program Global Environment Fund) Mwanza project, Horizont3000, UNIDO, Steps Solar and Greenlink.

The organization maintains 3 bank accounts at the CRDB. Two of three signatories are required for access to funds and the signatories are the Chairperson, the Treasurer and another appointed member.



2.4 Activities 2015-2019

TAREA has been an active player in the Tanzania renewable energy network. It has facilitated several events and activities with membership support. Key activities carried out from 2015 to 2019 are summarized below.

Table 2-8 TAREA Activity Summary 2015-2019

2.4.1 Outcome1: Advancement of Knowledge and Skills Development

Activities	Details	Output	Support/ Contribution
Renewable Energy Training	Training & re-training of new & existing technicians. TAREA will:		
	<ul style="list-style-type: none"> Identify trained technicians 	<ul style="list-style-type: none"> Data of trained artisans on solar photovoltaic, biogas and stove manufacturing collected from REA and SNV 	TAREA
	<ul style="list-style-type: none"> Identify new candidates for training 	<ul style="list-style-type: none"> 13 girls from Southern Highland trained on solar photovoltaic technology 	URBIS Foundation
		<ul style="list-style-type: none"> 4 members attended a special international training course on solar resource assessment and development of solar power plant 	NIWE, India
		<ul style="list-style-type: none"> 1 member trained on manufacturing of small Wind turbine 	NIWE, India
		<ul style="list-style-type: none"> 5 boys trained on solar photovoltaic technology at Mang'ula village 	Microfinanza; Waldensian Evangelical Church
		<ul style="list-style-type: none"> 6 solar photovoltaic artisans trained at Ipuli Catholic Hospital, Tabora 	Sisters of St. Ann of Luzern
	<ul style="list-style-type: none"> 5 solar artisans trained at Ifakara for Ulanga District Council 	UNDP	

Activities	Details	Output	Support/ Contribution
		<ul style="list-style-type: none"> 83 youth trained in solar photovoltaic at Arusha Technical College Solar Training Centre 	PUM Netherlands Senior Experts
		<ul style="list-style-type: none"> 14 engineers trained on hydropower in Arusha 	GIZ
		<ul style="list-style-type: none"> 12 entrepreneurs from the regions of Lindi and Mtwara trained on charcoal/firewood stoves manufacturing 	COSTECH
		<ul style="list-style-type: none"> 16 technicians trained at VETA Moshi on the maintenance of the solar mini-grids 	bfz
		<ul style="list-style-type: none"> 5 boys trained on solar photovoltaic technology in Malinyi 	Microfinanza; Waldensian Evangelical Church
		<ul style="list-style-type: none"> 12 youth trained on solar installation and maintenance in Masasi 	Landratsamt Enzkreis
		<ul style="list-style-type: none"> 4 boys and 14 girls trained on solar photovoltaic installation and maintenance at VETA Morogoro 	CTCN
		<ul style="list-style-type: none"> 8 engineers of TBS trained on pico solar technology and quality control 	IFC World Bank
		<ul style="list-style-type: none"> Executive Secretary of Lake Victoria Zone trained on Solar Photovoltaic Technology 	REA
		<ul style="list-style-type: none"> 16 technicians trained at VETA Moshi on the maintenance of the solar mini-grids 	bfz
		<ul style="list-style-type: none"> 7 TAREA staff members trained on using TALLY Software 	bfz
		<ul style="list-style-type: none"> 1 staff of TAREA head office mentored on the use of TALLY 	bfz
		<ul style="list-style-type: none"> 1 training on Trojan batteries conducted in Arusha 	Gadgetronix.net Rafiki Power

Activities	Details	Output	Support/ Contribution
		<ul style="list-style-type: none"> 2 TAREA head office staff trained on advocacy skills 	BEST-Dialogue
		<ul style="list-style-type: none"> Teachers of Legeruki VTC, Same FDC, Handeni FDC, Msinga FDC, Mamtukunya FDC, Audrey VTC, Karatu VTC and Mto wa Mbu FDC trained on solar photovoltaic technology 	Germany Senior Experts Development Foundation (SES)
	<ul style="list-style-type: none"> Sensitize VETCs conducting RE trainings 	<ul style="list-style-type: none"> Private and public VETs sensitized on training youth on renewable energy technologies 	TAREA
		<ul style="list-style-type: none"> ATC-TAREA solar training centre established in Arusha 	PUM Netherlands Senior Experts
		<ul style="list-style-type: none"> VET renewable energy curriculum developed 	TAREA
	<ul style="list-style-type: none"> Support certification of trained personnel with VETA 	<ul style="list-style-type: none"> VETA is lobbied and it is in the process of developing a scheme for assessing solar artisans 	bfz
	<ul style="list-style-type: none"> Support certification of practicing personnel with EWURA 	<ul style="list-style-type: none"> Electricity installation law reviewed in 2019 to facilitate renewable energy artisans to access installation license 	bfz
	<ul style="list-style-type: none"> Support the certification of trained personnel that is recognized in EAC and SADC 	<ul style="list-style-type: none"> 1 dialogue with EAC renewable energy associations and EACREEE conducted in Kigali, Rwanda 	bfz
	<ul style="list-style-type: none"> Continue REN Program 	<ul style="list-style-type: none"> 5 youth participated in the REN program 	DTP and City of Hamburg
	<ul style="list-style-type: none"> Train district officers on the renewable energy management 	<ul style="list-style-type: none"> 36 council members of staff trained on renewable energy management in the regions of Mwanza, Rukwa and Katavi 	COSTECH REA

	<ul style="list-style-type: none"> Develop training manuals of the modules Solar PV, Solar heating, mini-micro and pico hydro, biogas, improved wood/charcoal stoves, charcoal, briquettes and wood, wind and gasification (biogas) 	<ul style="list-style-type: none"> 1 solar home system training manual developed 	CTCN
		<ul style="list-style-type: none"> 1 solar mini grid maintenance manual developed 	bfz
	<p>Facilitate continued local and international training on renewable energy that focuses on:</p> <ul style="list-style-type: none"> Technology- Min Grids (planning, development, operations, trouble shooting and maintenance Project management Financing Business planning Responsive bidding 	<ul style="list-style-type: none"> Executive Secretary – Northern Zone Branch trained on project management 	BEST Dialogue
		<ul style="list-style-type: none"> 12 EAC renewable energy associations’ members of staff trained on project proposal writing and fundraising 	bfz
		<ul style="list-style-type: none"> 2 staff of TAREA trained on lobbying 	BEST Dialogue
		<ul style="list-style-type: none"> 12 members trained on the renewable energy business development in Morogoro 	COSTECH
		<ul style="list-style-type: none"> Supported LIFE Academy in the realization of training on the Energy Efficiency 	LIFE Academy
		<ul style="list-style-type: none"> Training workshop on solar tax regulations to the solar importers facilitated by TRA conducted 	IFC World Bank
		<ul style="list-style-type: none"> 20 members trained on bankable project proposals 	TPSF
Awareness for decision makers	<p>Carry out awareness raising for renewable energy by:</p> <ul style="list-style-type: none"> Lobbying & visiting sites where renewable energy work is undertaken Carrying out demonstrations (involve members) Engaging with local media Sensitize potential financiers and investors on opportunities in RETs and mini grids 	<ul style="list-style-type: none"> 1 workshop on renewable energy mini-grid potentials conducted to the Parliamentary Energy and Minerals Committee 	TAREA
		<ul style="list-style-type: none"> 36 members of parliament (Parliamentary Energy and Minerals Committee) visited solar and mini-hydro schemes 	Sida
		<ul style="list-style-type: none"> 36 members of parliament (Parliamentary Energy and Minerals Committee) participated in the workshop on the challenges of renewable energy mini-grids 	Sida

Student awareness programme	<p>Develop a platform for student awareness. This may generate future members TAREA will:</p> <ul style="list-style-type: none"> Identify key institutions to kick-off the Student Divisions Arrange talks at Schools, Colleges and Universities on renewable energy 	<ul style="list-style-type: none"> 1 formal student association established at Dodoma University 1 student lecture conducted at: University of Dodoma; Nelson Mandela African Institution of Science and Technology; Dar es Salaam Institute of Technology; Institute of Rural Development Planning-Dodoma and Sokoine University of Agriculture 	bfz
		<ul style="list-style-type: none"> Renewable energy school program conducted at 4 secondary schools in Mwanza 	DTP
		<ul style="list-style-type: none"> School program on renewable energy conducted at Bwiru Deaf Secondary School 	DTP
		<ul style="list-style-type: none"> Renewable energy school program conducted at 10 secondary schools in Manyara region 	URBIS Foundation
		<ul style="list-style-type: none"> Supported college/university renewable energy students on finding practical training places 	TAREA
Support research programmes	<p>Engage with institutions and transfer knowledge to industry</p> <ul style="list-style-type: none"> TAREA to take the role as project partner for facilitating & networking Establish renewable energy laboratory for innovation, teaching and production Research on disposal of RE products (lanterns, batteries etc.) & sustainable remedial measures Research programs through enhancement of regional research networks and information exchange Support certification of local R&D Support incubation of the local innovators 	<ul style="list-style-type: none"> Solar fishing lanterns promoted along Tanzania shores of Lake Victoria 	City of Wurzburg
		<ul style="list-style-type: none"> 1 solar training centre established at Arusha Technical College 	PUM
		<ul style="list-style-type: none"> Studies on biomass sector conducted in Mtwara and Manyara regions 	SNV
		<ul style="list-style-type: none"> Provided information to the local and international students and investors 	TAREA
		<ul style="list-style-type: none"> Conducted study on the renewable energy battery wastes 	URBIS Foundation
		<ul style="list-style-type: none"> Research on biomass cooking technology was conducted in Pwani, Lindi and Mtwara regions 	CTCN
		<ul style="list-style-type: none"> Initiated awareness-raising on the use of solar lanterns for fishing on Lake Tanganyika 	bfz

	<ul style="list-style-type: none"> ▪ Support use of RETs in the mobility ▪ Study different solar technologies for fishing 	<ul style="list-style-type: none"> ▪ 480 fishermen accessed fishing solar lanterns in Mwanza 	City of Wurzburg
		<ul style="list-style-type: none"> ▪ Smart biomass kitchen concept and business model developed 	bfz



2.4.2 Output 2: Knowledge Management & Information Dissemination

Activities	Details	Output	Support/ Contribution
Magazine	<ul style="list-style-type: none"> Publish RE Quarterly Magazine and increase circulation Publish online copy of Magazine Fundraise for magazine production through adverts and sponsorship Research for low adverts to the magazine and develop marketing strategies for the magazine 	<ul style="list-style-type: none"> Newsletter printed 2015-2017 	TAREA
Website	<ul style="list-style-type: none"> Up-to-date news & information Report on EAC renewable energy activities Promote bio gas, solar cookers, solar driers, bio diesel, small hydro and wind initiatives Include a library of reports & publications for download Include links to important sites Advertising banners to pay for managing site Establish & maintain a Facebook site for access by students 	<ul style="list-style-type: none"> Website updated EAC activities in renewable energy are reported in TAREA Social Media Handles Renewable energy technologies promoted Links to important sites included Advertisement banners uploaded Social media handles of Facebook; LinkedIn, and Twitter are maintained 	DTP TAREA
Promotional material	Develop calendar, posters, information leaflets, T-shirts, pens, cloth bags, stickers etc.	<ul style="list-style-type: none"> Posters printed Information leaflets printed T-Shirts printed Pens printed Cloth bags printed Stickers printed 	TAREA; bfc; GIZ; URBIS Foundation; Sida; Embassy of the Kingdom of the Netherlands;

Activities	Details	Output	Support/ Contribution
		<ul style="list-style-type: none"> Policy papers printed Street banners printed Caps printed 	Chloride Solar; EWURA; Brac & Solar Sisters; Energy Plus; European Union; World Bank; COSTECH
Mass media	Utilize media (television, radio, newspapers) to publicize Encourage TAREA members to develop articles & publish under TAREA - could include member success stories	<ul style="list-style-type: none"> Radio live talks at TBC FM (Dar es Salaam/Kigoma); Radio UKWELI (Morogoro); Radio Orkonerei (Babati); Radio Passion; Radio Uplands (Njombe); Radio Uhuru (Dar es Salaam); Radio Abood (Morogoro); Radio Mwangaza (Dodoma); Radio Passion (Mwanza); Radio Kings (Njombe) Sauti ya Injili (Moshi); Radio Highland (Mbeya); Smile FM (Babati); Radio Kasibante (Bukoba); Radio Huruma (Tanga) and Radio Fadhila (Masasi) held Television live talks at TBC TV (Dar es Salaam); ITV (Dar es Salaam); Azam TV (Dar es Salaam) and Channel Ten TV (Dar es Salaam) held Radio jingles aired through Clouds FM (Dar es Salaam) Articles and advertisements published in private and public newspaper of Daily News; Mwananchi; Habari Leo; and Guardian. 	TAREA; bfc; European Union; World Bank; Sida; Embassy of the Kingdom of the Netherlands; Chloride Solar; EWURA; Brac & Solar Sisters; Energy Plus; URBIS Foundation; COSTECH; TBS; IFC World Bank
Events	Host, facilitate and attend workshops, seminars, conferences and fairs <ul style="list-style-type: none"> Workshop on Quality Service improvement Technology workshops Networking Village exhibitions & road shows 	TAREA attended Future Energy East Africa Conferences, Nairobi	TAREA
		TAREA attended Utility Week Conference, Cape Town	TAREA
		5 village solar days conducted in Masasi	Landratsamt Enzkreis
		1 school solar day conducted at Kipingo Secondary School	URBIS Foundation

Activities	Details	Output	Support/ Contribution
	<ul style="list-style-type: none"> B2B 	<ul style="list-style-type: none"> 1 village solar day conducted in Mang'ula 	Microfinanza
		<ul style="list-style-type: none"> 4 members attended the German Business Seminar 2018 	bfz
		<ul style="list-style-type: none"> 6 members attended the German Business Seminar 2019 	bfz
		<ul style="list-style-type: none"> 2 renewable energy sensitization events conducted at Nane Nane Fair in Lindi 	Landratsamt Enzkreis
		<ul style="list-style-type: none"> 1 study visit organized to the solar laboratory of TBS 	TAREA
		<ul style="list-style-type: none"> 1 village solar day conducted in Malinyi 	Ensol (T) Ltd Microfinanza Waldensian Evangelical Church
		<ul style="list-style-type: none"> 3 village solar day conducted in Masasi District 	Landratsamt Enzkreis
		<ul style="list-style-type: none"> 1 solar day conducted in Mbeya Municipal 	IFC World Bank
		<ul style="list-style-type: none"> 1 solar day conducted in Bukoba 	IFC World Bank
		<ul style="list-style-type: none"> 1 Nishati awareness fair conducted in Babati 	bfz
Renewable energy day	Continue with renewable energy day (once a year) Raising awareness & market <ul style="list-style-type: none"> Include seminars and workshops 	<ul style="list-style-type: none"> Renewable Energy Day 2019 conducted in Dar es Salaam 	Embassy of the Netherlands; Energy Plus; Brac & Solar Sisters; EWURA; and Chloride Solar
		<ul style="list-style-type: none"> Renewable Energy Day 2018 conducted in Singida 	IFC World Bank
		<ul style="list-style-type: none"> Renewable Energy Day 2017 conducted in Kigoma 	European Union; GIZ; IFC World Bank

Activities	Details	Output	Support/ Contribution
		<ul style="list-style-type: none"> Renewable Energy Day 2016 conducted in Njombe 	Ensol: bfz; A.C.E SRL; URBIS Foundation
		<ul style="list-style-type: none"> Renewable Energy Day 2015 conducted in Masasi 	Sida/COSTECH URBIS Foundation Energy Plus GIZ; WWF; Ensol; CARE International
		<ul style="list-style-type: none"> 1 Nishati awareness fair conducted in Babati 	bfz
Demonstrations	Develop project documents and implementation demonstrating the potential of RETs on: <ul style="list-style-type: none"> Health Education Water Poverty alleviation Women empowerment Environmental sectors Productive use systems 	<ul style="list-style-type: none"> 900Wp solar photovoltaic system installed for girls' dormitory at Kipingo Secondary School, Malinyi 	URBIS Foundation
		<ul style="list-style-type: none"> Solar photovoltaic systems for: 2 dormitories; 3 teachers houses; and 2 classrooms installed at Matekwe Secondary School, Nachingwea 	Brüder und Schwester e.V
		<ul style="list-style-type: none"> Provide solar photovoltaic lanterns to 550 families to replace kerosene in Malinyi via VICOBA in Malinyi 	Microfinanza Province of Trento
		<ul style="list-style-type: none"> 3 street light installed at Malinyi market place 	Microfinanza Waldensian Evangelical Church
		<ul style="list-style-type: none"> 900Wp solar photovoltaic system installed for the library at Kipingo Secondary School, Malinyi 	Microfinanza Waldensian Evangelical Church
		<ul style="list-style-type: none"> 900Wp solar photovoltaic system installed for Malinyi Secondary School 	Microfinanza; Province of Trento

		<ul style="list-style-type: none"> Supported Enzkreis on installation of solar photovoltaic systems at 29 health facilities in Masasi District 	Landratsamt Enzkreis
		<ul style="list-style-type: none"> Supported Potsdam City on installation of 12 solar street lights at Mnazi Mmoja Garden, Zanzibar 	Potsdam City
		<ul style="list-style-type: none"> Supported USAID TUNAJALI Program on the installation of solar photovoltaic systems at 54 health facilities in the regions of Dodoma; Morogoro; Iringa; Njombe; and Singida 	Deloitte Consulting
		<ul style="list-style-type: none"> 1.2kWp Solar photovoltaic system with 4 desktops installed for Teachers IT Resource Centre, Malinyi 	Microfinanza; Province of Trento
		<ul style="list-style-type: none"> 54 plastic benches distributed to 3 primary schools in Malinyi 	Microfinanza; Province of Trento
		<ul style="list-style-type: none"> Supported SolidarMed on the installation of 7.68kWp Solar Photovoltaic System at Mahenge District Hospital 	SolidarMed
		<ul style="list-style-type: none"> 2.16kWp Solar photovoltaic system installed at Igawa Secondary School, Malinyi 	Microfinanza; Province of Trento
		<ul style="list-style-type: none"> Solar water pump demo kit procured for Northern Zone Branch 	bfz
		<ul style="list-style-type: none"> 1.28kWp Solar Photovoltaic Power Backup System installed at Mazingira Onlus Office, Mang'ula 	Microfinanza; Province of Trento
Technology monitoring	Identify and monitor the performance of existing demo systems, document and disseminate	<ul style="list-style-type: none"> Evaluations conducted for solar photovoltaic systems installed under the support of USAID; Enzkreis; SolidarMed/UNDP; and Potsdam City 	TUNAJALI USAID; Potsdam City; SolidarMed; Masasi District Council

Activities	Details	Output	Support/ Contribution
Information collection and dissemination	<ul style="list-style-type: none"> ▪ Prepare books, guidelines, manuals, factsheets, and DVDs on renewable energy ▪ Expose rural areas to media – made possible by producing a video on project work Translate relevant materials into Swahili	<ul style="list-style-type: none"> ▪ 10,000 copies of Mafunzo ya Umeme Jua printed and distributed free of charge 	REZA; UNDP
		<ul style="list-style-type: none"> ▪ 50 books on Feed-in Tariff were distributed to the members 	GIZ
		<ul style="list-style-type: none"> ▪ 20 books on Smart Village were distributed 	Smart Village Project Cambridge
		<ul style="list-style-type: none"> ▪ 1 solar photovoltaic training manual developed 	CTCN
	<ul style="list-style-type: none"> ▪ Establish information and energy data gathering, packaging in collaboration with Local Government Authorities and Ministry of Energy and Minerals 	<ul style="list-style-type: none"> ▪ Participated in the development of Mini-Grid Portal 	IFC World Bank
Monthly email update	Continue with monthly email update Inform members of relevant Policies, Investments, Activities etc. that are taking place locally, regionally & internationally Continue circulating electronic Newsletter & comments.	<ul style="list-style-type: none"> ▪ Monthly e-newsletter was circulated 	TAREA

2.4.3 Output 3: Networking of Stakeholders

Activities	Details	Output	Support/ Contribution
Facilitating lectures & seminars	<p>TAREA to arrange a forum where players from the renewable sector can meet & network with one another.</p> <ul style="list-style-type: none"> Bring in experts to lecture on renewable energy aspects Finance Renewables Carbon Credits Project development Renewable energy technologies Advocacy on policies and regulations Use lectures and seminars for income generation 	<ul style="list-style-type: none"> TAREA policy document developed 	Horizont3000
TAREA directory	<p>Continue & update (every 2 years) the directory of stakeholders</p> <p>Develop market strategy</p>	<ul style="list-style-type: none"> 500 copies of renewable energy directory printed 	URBIS Foundation
		<ul style="list-style-type: none"> Members increased from 481 (Dec, 2014) to 832 (2019) 	TAREA
TAREA branch	<ul style="list-style-type: none"> Establish branch in Tanzania southern zone Strengthen existing branches 	<ul style="list-style-type: none"> TAREA Lake Victoria Zone and Northern Zone branches strengthened through knowledge on the constitution; strategy; and advocacy skills 	SNV
		<ul style="list-style-type: none"> Initiated process of forming a branch in the Tanzania Southern Highland 	bfz
		<ul style="list-style-type: none"> Furniture for TAREA Northern Zone Branch procured 	bfz
		<ul style="list-style-type: none"> Lake Victoria Zone Branch extended operations to the regions of Shinyanga, Geita, Mara, Kagera and Simiyu 	DTP

Activities	Details	Output	Support/ Contribution
		<ul style="list-style-type: none"> Northern Zone Branch granted office space at Arusha Technical College 	Arusha Technical College
		<ul style="list-style-type: none"> Lake Victoria Zone Branch granted office space in Mwanza Town 	Nyamagana District Office
		<ul style="list-style-type: none"> Lake Victoria Zone Branch participated in the networking events of: 50 years of partnership Mwanza-Wurzburg; 50 Connectives Cities Dialogue; and African-German Youth Initiatives 	City of Wurzburg DTP
Networking in the region and international levels	<p>Establish a forum for collaboration to discuss renewable energy technologies, working together & identifying synergies</p> <p>Look at standards, exchange of information, policies, & legislation of other countries</p> <p>Partner with stockholders' organizations /societies</p>	<ul style="list-style-type: none"> 17 Weltwaert volunteers hosted at Dar es Salaam, Arusha and Mwanza offices 	DTP
		<ul style="list-style-type: none"> 1 Canadian intern, Ms. Anisha George hosted at TAREA Dar es Salaam office 	TAREA
		<ul style="list-style-type: none"> TAREA joined Climate Technologies Centres Network (CTCN) 	TAREA
		<ul style="list-style-type: none"> 1 British intern, Ms. Hannah Mortram hosted at TAREA Dar es Salaam office 	TAREA
		<ul style="list-style-type: none"> 1 Danish university intern, Ms. Corinna Fritz, hosted at TAREA Dar es Salaam office and conducted a feasibility study on solar photovoltaic at Kilosa District Hospital 	Aalborg University
		<ul style="list-style-type: none"> Initiatives of forming East Africa Renewable Energy Federation (EAREF) led by TAREA 	bfz
		<ul style="list-style-type: none"> MoU with GIZ Sustainable Energy Project signed 	GIZ
		<ul style="list-style-type: none"> MoU with IFC World Bank signed 	IFC World Bank
		<ul style="list-style-type: none"> TAREA signed MoU of cooperation with KIITEC 	TAREA
		<ul style="list-style-type: none"> TAREA signed MoU of cooperation with PUM and ATC 	TAREA

Activities	Details	Output	Support/ Contribution
		<ul style="list-style-type: none"> Joined WindEmpowerment Association 	TAREA
		<ul style="list-style-type: none"> TAREA participated in Africa EU Energy Partnership Forum 	GIZ
		<ul style="list-style-type: none"> TAREA participated in Lake Victoria Zone RE Consortium 	SNV
		<ul style="list-style-type: none"> TAREA participated in the National RE Standards Committee 	TBS
		<ul style="list-style-type: none"> TAREA participated in the National Biomass Standards Committee 	TBS
		<ul style="list-style-type: none"> TAREA participated in the National Biofuel Standards Committee 	TBS
		<ul style="list-style-type: none"> TAREA participated in the National Battery Standards Committee 	TBS
		<ul style="list-style-type: none"> TAREA participated in the National Electrical Energy Standards Committee 	TBS
		<ul style="list-style-type: none"> TAREA participated in the National Electronics Standards Committee 	TBS
		<ul style="list-style-type: none"> TAREA participated in UNDP National Small Project Grant Steering Committee 	UNDP
		<ul style="list-style-type: none"> TAREA participated in Tanzania Sustainable Energy Forum 	WWF
		<ul style="list-style-type: none"> TAREA participated in ACCESS-International forum promoting access to the sustainable energy and energy efficiency 	ACCESS
		<ul style="list-style-type: none"> TAREA participated in the task force of developing solar mini-grid standards 	IFC World Bank

Activities	Details	Output	Support/ Contribution
		<ul style="list-style-type: none"> TAREA participated in the stakeholders' forum on the development of Tanzania Mini-Grid Portal 	IFC World Bank
		<ul style="list-style-type: none"> TAREA participated in Biomass Task Force 	SNV
		<ul style="list-style-type: none"> TAREA participated in the Research and Development Advisory Committee in Industry and Energy 	COSTECH
		<ul style="list-style-type: none"> TAREA participated in the Public-Private Dialogues 	TPSF
		<ul style="list-style-type: none"> TAREA participated in the forum of gender mainstreaming 	TGNP
		<ul style="list-style-type: none"> TAREA participated in the LANAC 	IFC World Bank
		<ul style="list-style-type: none"> TAREA led National Biomass Task Force 	SNV
		<ul style="list-style-type: none"> Participated in 2 study visits in India learning on renewable energy off-grid and on-grid energy solutions 	Government of India
		<ul style="list-style-type: none"> 10 students renewable energy clubs established at secondary schools of: Naisinyai; Simanjiro; Naberera; Eng'eno; and Terat (Simanjiro District); Bonga; FT Sumaye; Sigino; Mutuka; Kwaang'w; Magugu; Dareda; Eldazgate; Babati Day; Tlawi and Sarwatt (Babati District) 	URBIS Foundation
		<ul style="list-style-type: none"> Northern Zone Branch hosted the delegation of EPD-Rwanda that visited to learn about solar mini-grid technologies 	bfz
		<ul style="list-style-type: none"> Networking meetings conducted in Karlstad; Stockholm; Munich and Berlin 	LIFE Academy; bfz
Networking tools	Become involved with LinkedIn & other discussion forums - internally & externally	<ul style="list-style-type: none"> Handles of Twitter, LinkedIn, Facebook and YouTube used for information sharing 	TAREA
		<ul style="list-style-type: none"> Provided technical support to the Worldwide Volunteer Program of DTP 	DTP

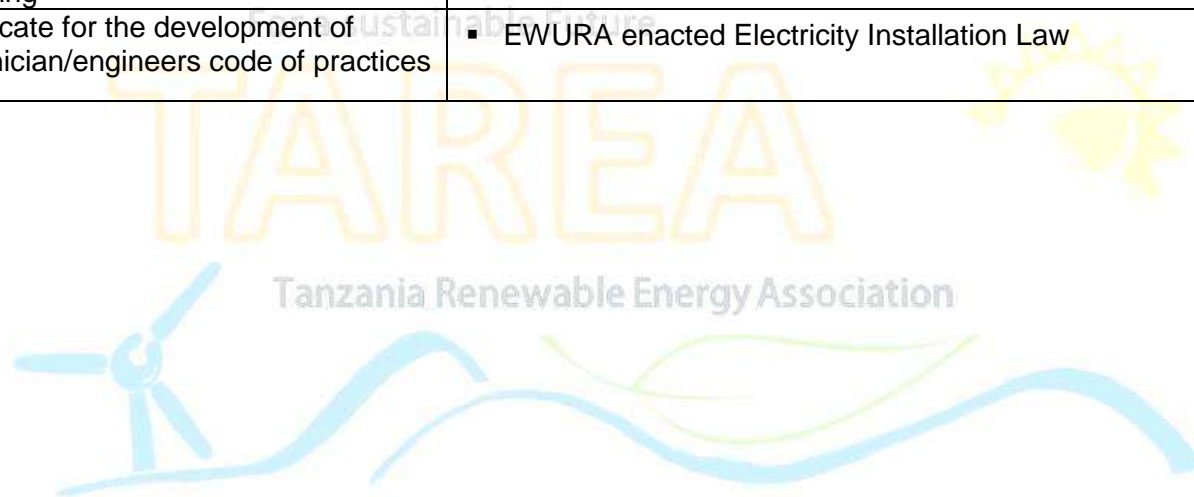
2.4.4 Output 4: Support the creation of an enabling environment and framework for a sustainable renewable energy market

Activities	Details	Output	Support/ Contribution
Government engagement	<p>TAREA to engage its members to encourage the Government to develop an appropriate framework for renewable energy</p> <ul style="list-style-type: none"> ▪ Advocate for Net Metering Scheme ▪ Advocate for removal of ESIA for small solar power projects below 1MW ▪ Advocate for removal of duty on wind and solar-powered appliances ▪ Advocate TBS for the development of standards on: <ul style="list-style-type: none"> ➢ Solar driers ➢ Solar water heaters ➢ Pico photovoltaic ➢ Small wind turbines ➢ Small mini hydro <p>Encourage Government:</p> <ul style="list-style-type: none"> ▪ To set up an Energy Desk at District level ▪ To set up Energy Strategy for Local Energy Planning (goes beyond electricity & includes sustainability) at each district 	<ul style="list-style-type: none"> ▪ National Energy Policy revised in 2015, but missing the statement on biomass energy for cooking 	TAREA
		<ul style="list-style-type: none"> ▪ VAT exemptions granted on individual basic components (module, battery, charge controller and inverter) of solar voltaic system 	BEST-Dialogue Climate Parliament TPSF TAPAFE
		<ul style="list-style-type: none"> ▪ Net Metering enacted by EWURA 	TAREA GIZ
		<ul style="list-style-type: none"> ▪ Lifting ban on the use of the solar lantern for fishing advocate successful 	TAREA
		<ul style="list-style-type: none"> ▪ NEMC enacted a checklist for solar projects less 1MW in place of full ESIA 	BEST-Dialogue
		<ul style="list-style-type: none"> ▪ VPO advocated and developed regulations in e-wastes 	TAREA
		<ul style="list-style-type: none"> ▪ TAREA received the support of 2 vehicle for promoting coordination of the renewable energy sector 	Ministry of Finance European Union
		<ul style="list-style-type: none"> ▪ Standards on pico-solar IEC TS 62267-9-5:2013 enacted 	TAREA

Activities	Details	Output	Support/ Contribution
	<ul style="list-style-type: none"> To develop policy on energy efficiency and regulations To establish renewable energy testing laboratory Promote TAREA recognition through participation in the preparation of plans and strategies		
Awareness raising amongst leaders	Create a forum for leaders/regulators to talk about renewable energy <ul style="list-style-type: none"> Holding seminars, leading onto lobbying & advocacy Work together with TAPAFE 	<ul style="list-style-type: none"> Conducted 1 workshop in Malinyi to the community leaders on the potentials of solar photovoltaic technology in the health sector Conducted 1 workshop in Masasi to the community leaders on the potentials of solar photovoltaic technology in the health sector 	Enzkreis GIZ COSTECH URBIS Foundation CARE Tanzania
Support Project Developers	Project development of large-scale renewable energy <ul style="list-style-type: none"> Provide advice Partnering & linking with local players Promote Public-Private-Partnership 	<ul style="list-style-type: none"> Advocated for the review of SPP framework Advocated for Tanzania joining International Solar Alliance 	TAREA
Mechanisms of financing	Investigate relevant mechanisms of financing small-scale & standalone Renewables <ul style="list-style-type: none"> Subsidies/ smart finance for consumers Provide a platform for sharing information Solar PV, solar stoves, wind etc. to be considered 	<ul style="list-style-type: none"> Solar revolving fund for fishing lanterns established in Mwanza 	DTP
		<ul style="list-style-type: none"> Solar revolving fund established in Malinyi 	Microfinanza URBIS Foundation

Activities	Details	Output	Support/ Contribution
Adopting other Standards	<p>TAREA to support TBS on the development of other standards and code of conducts for:</p> <ul style="list-style-type: none"> ▪ Wind energy ▪ Solar driers ▪ Solar water heater ▪ Biomass & charcoal stoves ▪ Solid biomass cooking fuels ▪ LED (light-emitting diode) lighting ▪ Mini-grid <p>Encourage awareness for other standards & programmes Engage with ongoing programmes Review testing requirements Look at other standards in the region</p> <p>Sanction unfaithful members-develop code of conducts for members</p>	<ul style="list-style-type: none"> ▪ 1 study on the conformation to the solar standards conducted 	BEST-Dialogue
		<ul style="list-style-type: none"> ▪ Advocated Tanzania Bureau of Standards on the enforcement of solar photovoltaic standards 	IFC World Bank GIZ
		<ul style="list-style-type: none"> ▪ Member Code of ethics developed 	TAREA
		<ul style="list-style-type: none"> ▪ Advocated adoption of biomass technologies standards 	TAREA
Buildings standards for renewable & energy efficiency	<p>Look at potential demand & interest at household and public Develop awareness-raising forums such as seminars & short courses for Architects, AQS RB (Architects & Quality Surveyors Review Board) Become involved in programmes with large institutions (e.g. Universities) Work with municipal planning offices & NEMC (National Environmental Management Council) Work with consulting firms like ACET</p>	<ul style="list-style-type: none"> ▪ Participated in the development of the national SE4ALL action plan ▪ Participated in the development of the national energy efficiency strategy 	Ministry of Energy

Activities	Details	Output	Support/ Contribution
	(Association of Consulting Engineers Tanzania) Use regional case studies – Hotels (e.g. Solar water heaters; e.g. wind turbines at Sea Cliff parking area) Investigate opportunities for Energy Auditing		
Codes of practice	Advocate for the development of technician/engineers code of practices	<ul style="list-style-type: none"> ▪ EWURA enacted Electricity Installation Law 	TAREA



2.4.6 Output 6: Promote local manufacture of renewable energy products & enterprise development

Activities	Details	Output	Support/ Contribution
Enterprise development	Encouraging key players in developing Business & Product Models for local manufacturing Skills development training on renewable energy development & business opportunities Development of successful sustainable business models Assist entrepreneurs gain knowledge on developing proposals	<ul style="list-style-type: none"> 12 members trained on the development of the business plan 	COSTECH
		<ul style="list-style-type: none"> 20 members trained on the development of bankable project proposal 	TPSF
Small scale manufacturing initiatives	Create a platform to share information Technical advice (testing, manuals, dissemination) Small-scale wind turbines, cookstoves, biogas digesters, inverters, controllers, lights, briquettes, lanterns	<ul style="list-style-type: none"> 12 entrepreneurs from Lindi and Mtwara regions trained on the biomass stove manufacturing 	COSTECH

2.4.7 Output 7: Institutional Capacity Building

Activities	Details	Output	Support/ Contribution
Building TAREA capacity	Build TAREA capacity on: <ul style="list-style-type: none"> ▪ REFIT ▪ Net metering ▪ Competitive bidding ▪ Energy auditing ▪ Renewable Energy Environmental Social Impact Assessment (ESIA) ▪ Developing joint venture agreements ▪ Solicit information on the coming opportunities in the sector well in advance to position its members to benefit. ▪ Preparing potential developers response to upcoming opportunities in the sector such as assisting on filling application forms ▪ Build strong workgroups to support TAREA members 	<ul style="list-style-type: none"> ▪ EWURA enacted REFIT 	TAREA
		<ul style="list-style-type: none"> ▪ EWURA enacted Net Metering Scheme 	TAREA
		<ul style="list-style-type: none"> ▪ NEMC developed ESIA Checklist for small solar projects in place of full ESIA 	BEST-Dialogue
		<ul style="list-style-type: none"> ▪ Arusha Tech-TAREA-PUM signed an agreement to establish a solar photovoltaic training centre 	PUM
		<ul style="list-style-type: none"> ▪ Information sharing on tender/job opportunities continued 	TAREA
		<ul style="list-style-type: none"> ▪ 10 members of the Lake Victoria Zone trained on solar quality control 	TAREA
		<ul style="list-style-type: none"> ▪ ICT equipment procured for TAREA head office; Northern Zone Branch; and Lake Victoria Zone Branch 	bfz
		<ul style="list-style-type: none"> ▪ Executive Secretary of Lake Victoria Zone Branch trained on solar photovoltaic technology 	REA
		<ul style="list-style-type: none"> ▪ TAREA staff trained on the project proposal writing and fundraising 	bfz BEST-Dialogue
		<ul style="list-style-type: none"> ▪ 2 TAREA head office staff members trained on the advocacy and lobbying skills 	BEST-Dialogue
	<ul style="list-style-type: none"> ▪ Executives of branches of Lake Victoria Zone and Northern Zone trained on advocacy skills 	SNV	
	Develop the premise for TAREA	No progress was done	

3.0 Proposed Strategy for 2020 -2024

The foundation of the revised strategy lies in the objectives of the organization as these define its key purpose and role. The proposed activities that have been identified are therefore aimed at achieving these specific objectives, described below.

1. To manage knowledge and information dissemination
2. To network public and private renewable energy and energy efficiency stakeholders
3. To support the creation of an enabling environment and framework for a sustainable renewable energy and energy efficiency markets
4. To promote institutional capacity building

The activities proposed to include both core activities for the organization, in addition to several project-based activities.

For each of the activities, basic details have been provided, the target recipient, possible funding sources and the timing for implementation. While it is assumed that the core activities will be carried out by existing staff and volunteers and funded through the core funding, some activities will require additional funding and additional resources and capacity.

Where applicable, an indicative budget has also been provided, however, it is noted that this will be highly dependent on the specific activities and deliverables, which will need to be defined in a detailed project proposal.

Budgets are not provided for activities defined as core TAREA activities.

It is also noted that many of the non-core activities may be managed by TAREA, however, their implementation will be carried out by local consulting individuals and firms through a transparent bidding process.

Furthermore, TAREA will also expand several of the proposed activities to the branches. These activities will form part of the action plans which will be developed by the branches.

TAREA shall mainstream gender in the structure and activities implementation.

3.1 TAREA Project Based Activities 2020-2024

3.1.1 Output 1: Knowledge Management & Information Dissemination

Activity	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
Renewable Energy Training and employability	<p>Training of new & re-training of existing human capacities TAREA will:</p> <ul style="list-style-type: none"> ▪ Sensitize VETCs conducting RE trainings ▪ Support certification of trained personnel with VETA ▪ Support certification of practising personnel with EWURA ▪ Support the certification harmonization of trained personnel within EAC and SADC ▪ Continue REN Program ▪ Train district officers on the renewable energy management ▪ Support youth with PT placements ▪ Develop training manuals on: solar heating; mini, micro and pico hydro; biogas; improved wood/charcoal stoves; charcoal; briquettes and wood; wind; and gasification ▪ Develop and implement renewable energy training to people with disabilities 	Technicians; Engineers; Regulators; District Officers; Law Makers; Students; and Interns	\$10k - \$50k per training	Government & development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Activity	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
	<p>Facilitate continued local and international training on renewable energy that focuses on:</p> <ul style="list-style-type: none"> ▪ Technology – Mini-Grids (planning, development, operations, troubleshooting and maintenance) ▪ Project management ▪ Financing ▪ Business planning ▪ Responsive bidding ▪ Productive uses of energy ▪ Wind power 	Developers; financial institutions; and local authorities	\$20k - \$30k per session	Government & development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Awareness for decision-makers	<p>Carry out awareness-raising for renewable energy by:</p> <ul style="list-style-type: none"> ▪ Lobbying & visiting sites where renewable energy work is undertaken ▪ Lobby for wind power grid connection ▪ Carrying out demonstrations (involve members) ▪ Engaging with local media ▪ Sensitize potential financiers and investors on opportunities in RETs and mini-grids ▪ Engaging with EAC authorities in creating a conducive business environment 	District & Regional Council Officers; Education officers; Planning officers; Health Officers; Financiers; Lawmakers; EAC Secretariat	\$60k per event	Members, Government & development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Activity	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
Student awareness programme	<p>Develop a platform for student awareness. This may generate future members</p> <p>TAREA will:</p> <ul style="list-style-type: none"> ▪ Identify key institutions to establish Student Divisions ▪ Arrange talks at Vocational Centres, Schools, Colleges and Universities on renewable energy 	<p>Universities; colleges; Secondary Schools; Primary school; Vocational Training Centre; and primary schools</p>	\$ 50k	Government & development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support research programmes	<p>Engage with institutions and transfer knowledge to industry</p> <ul style="list-style-type: none"> ▪ TAREA to take the role as project partner for facilitating & networking ▪ Research on disposal of RE products (lanterns, batteries etc.) and sustainable remedial measures ▪ Research programs through enhancement of regional research networks and information exchange ▪ Support certification of local R&D ▪ Support incubation of the local innovators ▪ Support use of RETs in the mobility ▪ Study different solar technologies for fishing 	<p>Universities; Colleges; and Research Institutes</p>	\$50k per event	Government, development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Activity	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
e-information	<ul style="list-style-type: none"> Publish e-newsletter Social media handles Online Renewable Energy Stakeholders directory 	Members & other key stakeholders	\$2k per year	TAREA Core Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website	<ul style="list-style-type: none"> Up-to-date news & information Report on EAC and SADC renewable energy activities Promote biogas, solar cookers, solar driers, small hydro and wind initiatives Include a library of reports & publications for download Include links to important sites Advertising banners to pay for managing site Maintain social media handles (e.g. Facebook, LinkedIn, Twitter and YouTube) 	Members; Sponsors; Potential funders; Students; Researchers; and other people interested with renewable energy	N/A	TAREA Core Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotional material	Develop a calendar, posters, information leaflets, T-shirts, pens, cloth bags, stickers etc.	Government offices; Private sector & consumers	\$50k	TAREA Core Activity and sponsors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Activity	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
Mass media	<ul style="list-style-type: none"> ▪ Utilize media (television, radio, newspapers) to publicize; Encourage TAREA members to develop articles & publish under TAREA - could include member success stories ▪ Publish e-newsletter ▪ Social media handles ▪ Establish renewable energy radio ▪ Produce and disseminate renewable energy literature for people with disabilities 	Local and international stakeholders	\$25k	TAREA Core Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Events	Host, facilitate and attend workshops, seminars, conferences and fairs <ul style="list-style-type: none"> ▪ Workshop on Quality Service improvement ▪ Technology workshops ▪ Networking ▪ Village exhibitions & roadshows ▪ B2B ▪ Workshops on regulations, laws and incentives 	Financiers; investors; developers; members; and non-members	\$10k per event	Partners, Corporate Members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Renewable energy day	Continue with renewable energy day (once a year) Raising awareness & market <ul style="list-style-type: none"> ▪ Include training and workshops 	Public	\$ 80k per event	Development partners; members			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Activity	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
Demonstrations	Develop project documents and implementation demonstrating the potential of RETs on: <ul style="list-style-type: none"> ▪ Health ▪ Education ▪ Water ▪ Poverty alleviation ▪ Women empowerment ▪ Environmental sectors ▪ Productive use systems 	Public & Stakeholders; International Delegates	\$50k per activity	Development partners, members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology monitoring	Identify and monitor the performance of existing demo systems, document and disseminate	Government; developers; students, end-users	\$30k per year	Government, development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information collection and dissemination	<ul style="list-style-type: none"> ▪ Prepare books, guidelines, manuals, fact sheets, and DVDs on renewable energy ▪ Expose rural areas to media – made possible by producing a video on project work Translate relevant materials into Swahili	Academic & Vocational Institutions; other Stakeholders	\$50k per year	Government & development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> ▪ Establish information and energy data gathering, packaging in collaboration with Local Government Authorities and Ministry of Energy 	Government of Tanzania, Private sector, Development partners	\$50k	Government & development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.1.2 Output 2: Networking of public-private renewable energy and energy efficiency stakeholders

Activity	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
Facilitating lectures & seminars at the country; EAC and SADC levels	<p>TAREA to arrange a forum where players from the renewable energy sector can meet & network with one another. Bring in experts to lecture on renewable energy aspects:</p> <ul style="list-style-type: none"> ▪ Finance Renewables ▪ Project Management ▪ Renewable energy technologies ▪ Advocacy on policies and regulations 	Members of Public	\$5k - \$10k per event	Corporate Members & external people; Banks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TAREA directory	Continue & update (every 2 years) electronic directory of stakeholder	Public	\$5k per print	TAREA Core Activity; Sponsorship	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
TAREA branch	<ul style="list-style-type: none"> ▪ Establish new branches in Tanzania ▪ Strengthen existing branches 	Members and non-members	\$15k	Members; partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking in the country; regions and international levels	<ul style="list-style-type: none"> ▪ Establish a forum for collaboration to discuss renewable energy technologies, working together & identifying synergies ▪ Look at standards, exchange of information, policies, & legislation of other countries ▪ Strengthen cooperation between the renewable energy industry and academic/training institutions ▪ Work with regional bodies on the common sectorial challenges ▪ Conduct knowledge exchange/transfer worldwide 	Renewable Energy Stakeholders worldwide	\$20k - \$30k per event	Development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.1.3 Output 3: Support the creation of enabling environment and framework for sustainable renewable energy and energy efficiency markets

Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
Government engagement	<ul style="list-style-type: none"> ▪ Advocate for transparent application of taxes on renewable energy technologies Encourage Government: <ul style="list-style-type: none"> ▪ To set up an Energy Desk at District level (RALGA) ▪ To set up Energy Strategy for Local Energy Planning (goes beyond electricity & includes sustainability) at each district ▪ To develop: acts; regulations; standards; and labels on energy efficiency for buildings and appliances ▪ To participate in improving 1 biomass energy testing laboratory ▪ To provide incentives on solar photovoltaic mini-grids ▪ To effect policy inclusion and recognition of the solid biomass energy for cooking ▪ To include solar irrigation pump in the list of agricultural implements 	Government	\$ 40k per event	SNV; Sida; EU; bfc; Embassy of the Kingdom of the Netherlands; and other partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
	<ul style="list-style-type: none"> ▪ To support low-enthalpy uses of geothermal energy for heating Advocate: <ul style="list-style-type: none"> ▪ Ministry of Water and Rural Water and Sanitation Agency (RUWASA) for use of solar photovoltaic and wind technologies in the community water schemes ▪ Vice President Office Ministry Responsible for Environment and Union Affairs to enact electronic wastes management regulations ▪ Promote TAREA recognition through participation to the preparation of plans, regulations and strategies ▪ Ministry of Energy and related agencies to support energy use for productive uses ▪ REA to continue training wind power artisans 								
Awareness-raising amongst leaders; actors/ developers and end-users	Create a forum for leaders/regulators to talk about renewable energy <ul style="list-style-type: none"> ▪ Holding seminars, leading onto lobbying & advocacy 	Lawmakers; senior officials	\$20k-\$30k	Government & partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Promote knowledge on renewable energy-related taxes to renewable energy actors	Importers and suppliers	\$5k per event	Development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Continue demonstrating potentials of renewable energy technologies at household, community and institutions	Decision-makers and end-users	\$15k-50k per demo	Development partners and Members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
	levels								
	Promote uses of clean sources of energy in the form of heat and electricity in an efficient manner	Lawmakers and end-users	\$10k per event	Partners and members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Raise community awareness on management of electronic wastes	Communities; Law makers	\$10k per event	Partners and members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Promote wind for water pumping	Communities; developers	\$50k per event	Partners and members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Promote low-enthalpy geothermal heat applications for households, industry and services such as tourism	Lawmakers and end-users	\$10k per event	Partners and members		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Continue raising awareness on accessing quality renewable energy products and services	End users	\$5k per year	Media; Government and partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support Project Developers	Project development of large-scale renewable energy <ul style="list-style-type: none"> ▪ Provide advice ▪ Partnering & linking with local players ▪ Promote Public-Private-Partnership 	Project developers	\$10k per event	Project developers Advisory services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mechanisms of financing	Investigate relevant mechanisms of financing small-scale & standalone Renewables <ul style="list-style-type: none"> ▪ Subsidies/ smart finance for consumers ▪ Provide a platform for sharing information ▪ Productive uses support schemes 	Consumers & dealers	\$30k-\$50k	Government & development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
Adopting other Standards	<p>TAREA to advocate TBS on the development/adopting other standards and code of conducts for:</p> <ul style="list-style-type: none"> ▪ Wind energy ▪ Solar driers ▪ Solar water heaters ▪ Bioenergy appliances/stoves ▪ Solid & liquid biomass and biogas cooking fuels ▪ LED (light-emitting diode) lighting ▪ Solar photovoltaic street lights ▪ Solar photovoltaic water pumps ▪ Geothermal heat applications <p>Advocate Tanzania Bureau of Standards to continue with enforcement of solar photovoltaic standards</p> <p>Sanction unfaithful members – develop code of conducts for members</p>	TBS; EAC; Ministry of Industry and Trade; NEMC; SADC	\$40k per event	Core activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Buildings and appliances standards for renewable & energy efficiency	<ul style="list-style-type: none"> ▪ Look at potential demand & interest at household; business; and public ▪ Develop awareness-raising forums such as seminars & short courses ▪ Become involved in programmes with large institutions (e.g. Universities) ▪ Work with municipal planning offices & NEMC (National Environmental Management Council) ▪ Work with consulting firms like ACET (Association of Consulting Engineers Tanzania) 	Building sector; Architectural firms; Suppliers; Government planning departments	\$40k - \$50k	Development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
	<ul style="list-style-type: none"> ▪ Use regional case studies – EAC and SADC ▪ Investigate opportunities for Energy Auditing 								
Enterprise development	<ul style="list-style-type: none"> ▪ Encouraging key players in developing business & product models for local manufacturing ▪ Development of successful sustainable business models ▪ Assist entrepreneurs gain knowledge on developing proposals ▪ Promote the use of solar lanterns for fishing on Lakes of Tanganyika and Nyasa; and Indian Ocean ▪ Champion household/community financing in accessing renewable energy technologies 	Entrepreneurs	\$30k - \$40k	Development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Small scale manufacturing initiatives	<p>Create a platform to share information Technical advice (testing, manuals, dissemination) Small-scale wind turbines, cookstoves, biogas digesters, inverters, controllers, lights, briquettes, lanterns</p>	Local manufacturers & developers	\$20k per year	Clients; SIDO; developers; and partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.1.4 Output 4: Promote Institutional Capacity Building

Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2020	2021	2022	2023	2024
Building TAREA network capacity	Build TAREA capacity on: <ul style="list-style-type: none"> ▪ Competitive bidding ▪ Energy auditing ▪ Renewable Energy Environmental Social Impact Assessment (ESIA) ▪ Developing joint venture agreements ▪ Solicit information on the coming opportunities ▪ Finance management ▪ Advocacy and lobby 	Staff Members	\$50k-\$70k	Government & development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Develop the premise for TAREA	Members	\$1,500k	Development partners, members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Improve Information and Communication Technology facilities <ul style="list-style-type: none"> ▪ Install video conference facility ▪ Equip secretariats with documentation equipment 	Staff	US\$5k per event	Development partners, members		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Strengthen Human Capacity in <ul style="list-style-type: none"> ▪ Developing responsive project proposal writing and fundraising skills ▪ Use of social media ▪ Lobbying and advocacy 	Staff	\$5k per event	Development partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.1.5 Summary of the costs estimated for TAREAs project-based activities 2020-2024

A summary of the proposed costs for the above mentioned project-based activities is indicated below

TAREA project-based activities	Cost (US\$)				
	2020	2021	2022	2023	2024
Management of knowledge and information dissemination					
Train renewable energy developers on the preparation of responsive bidding document	15,000	-	15,000	-	15,000
Conduct visit of Members of EARE Associations to Windhoek Namibia to learn the strategies of scaling up the uptake of wind energy for agriculture and solar water heating technology for energy efficiency	30,000	-	-	-	-
Train 15 installers per year on the stand alone solar photovoltaic home system	20,000	20,000	20,000	20,000	20,000
Retrain 15 solar installers per year to improve workmanship	20,000	-	20,000	-	20,000
Train 10 solar water heaters installers per year	30,000	30,000	30,000	30,000	30,000
Train 20 cook stove producers per year	-	30,000	30,000	30,000	30,000
Train 15 wind power artisans per year	-	50,000	50,000	50,000	50,000
Train 20 biogas installers/builders per year	-	-	30,000	30,000	35,000
Conduct training of TAREA members to build energy auditing team	5,763	-	-	-	-
Conduct REN Program enrolling 1 youth annually	5,600	5,600	5,600	5,600	5,600
Advocate VTCs conduct Prior Learning Recognition Assessment with VETA	40,000	-	-	-	-
Support certification of trained personnel by VETA	10,000	-	10,000	-	-
Train 10 engineers on the development of mini grids	-	30,000	-	-	-
Conduct 1 Ministerial visit to the renewable energy mini grids site	10,000	-	-	-	-
Conduct 5 students lectures on renewable energy per year	10,000	10,000	10,000	10,000	10,000
Conduct follow up training to members of Secretariats of EARE Associations on developing bankable regional project proposals and skills of fund raising	25,600	-	-	-	-
Establish annual renewable energy data collection framework	30,000	30,000	30,000	5,000	5,000
Train district officers on the renewable energy management	80,000	80,000	80,000	80,000	80,000
Develop business model for solar small scale irrigation-KNOW HOW transfer from Rwanda	13,971	-	-	-	-
Develop training manuals of the modules solar heating, mini-micro and pico hydro, bio gas, wood/charcoal stoves, charcoal, briquettes and wood, wind and gasification (biogas)	60,000	60,000	60,000	60,000	60,000
Facilitate continued local and international training on renewable energy	30,000	30,000	30,000	30,000	30,000

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TAREA project-based activities	Cost (US\$)				
	2020	2021	2022	2023	2024
Conduct learning visit to Kigali on biogas and solid biomass cooking technologies business models	13,970	-	-	-	-
Conduct student awareness program	10,000	10,000	10,000	10,000	10,000
Conduct workshop to 50 stakeholders on renewable energy quality service	15,000	15,000	15,000	15,000	15,000
Conduct 5 renewable energy village exhibitions	10,000	10,000	10,000	10,000	10,000
Conduct National Renewable Energy Days	-	90,000	90,000	90,000	90,000
Develop 5 long term technology demonstrations	50,000	50,000	50,000	50,000	50,000
Conduct 5 renewable energy lectures	5,000	5,000	5,000	5,000	5,000
Produce promotional materials	10,000	10,000	10,000	10,000	10,000
Conduct radio/TV live talk program	2,500	3,500	3,500	3,500	3,500
Conduct dissemination workshop of regulations on the aged and defect batteries recollection	5,000	5,000	5,000	5,000	
Networking public and private renewable energy and energy efficiency stakeholders					
Conduct the dialogue with Tanzania development partners on supporting private sector in scaling up renewable energy technologies	10,000	-	-	-	-
Print and disseminate TAREA success stories	8,200	-	-	-	-
Continue conducting registration of East Africa Renewable Energy Federation	17,541	-	-	-	-
Conduct 5 lectures on renewable energy to the general public	10,000	10,000	10,000	10,000	10,000
Develop Online Tanzania National Renewable Energy Directory	10,000		10,000		10,000
Establish branch in the Southern Zone	-	20,000	-	-	-
Facilitate formation of student divisions at the colleges with RET trainings	10,000		10,000		10,000
Link renewable energy college and university students to the renewable energy companies through student divisions	5,000	-	5,000	-	-
Supporting creation of an enabling environment and framework for a sustainable renewable energy and energy efficiency markets					
Advocate for political support on the biomass energy for cooking	31,400	6,471	-	-	-
Advocate for recognition of small scale solar water irrigation pump as agricultural implement	33,000	11,000	-	-	-
Facilitate business partnerships (B2B)	10,000	10,000	10,000	10,000	10,000
Advocate for the energy efficiency act, standards and regulations	60,000	60,000	60,000		
Advocate for the inclusion of biomass energy in the energy policy	10,000	10,000	10,000	-	-
Advocate for standards for water heaters	40,000	10,000	10,000	-	-
Advocate for the standards on wind turbines	-	10,000	10,000	40,000	40,000

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TAREA project-based activities	Cost (US\$)				
	2020	2021	2022	2023	2024
Advocate Tanzania Rural and Urban Water and Sanitation Agency (RUWASA) on the use of solar pumps for the community water schemes	11,300	-	-	-	-
Policy dialogue on scaling up use of fishing solar lanterns in Kigoma and Katavi	10,000	10,000			
Study possibility of small scale RE mobility	10,000	10,000	10,000	10,000	
Support the certification harmonization of trained personnel within EAC and SADC	15,000	15,000	15,000	15,000	15,000
Promoting institutional capacity building					
Training workshop of TAREA Executives on BMO Management and Mainstreaming East Africa Renewable Energy Associations Common Activities	20,000	-	-	-	-
Procure photocopy machine for information dissemination	3,826	-	-	-	-
Procure teaching/demo kits (solar, wind, biogas, bio fuel and mini-hydro)	10,000	-	5,000	-	-
Develop TAREA premises	-	-	10,000	1,500,000	-
Procure equipment for e-meeting to improve the participation of members of committees and reduce administration costs	20,000	-	-	-	-
Build TAREA capacity on ESIA	-	30,000	-	30,000	-
TOTAL (US\$)	902,671	786,571	794,100	2,164,100	679,100



3.2 TAREA Core Activities

3.2.1 Institutional Activities

In addition to the project and activity based activities proposed in section 3.1, there are also a number of activities required to ensure institutional strengthening of the organization. These are listed below.

Activities	Details
Capacity building	<p>Financing management systems</p> <ul style="list-style-type: none"> ▪ Continued training for existing staff on accounting ▪ Part-time accountant to assist with compiling reports & provide training <p>Project management</p> <ul style="list-style-type: none"> ▪ Train staff on project management and fundraising tools <p>Advocacy and lobbying</p> <ul style="list-style-type: none"> ▪ Train Secretariats on advocacy and lobbying skills <p>Working with media tools</p> <ul style="list-style-type: none"> ▪ Train Secretariats on the use of social media handles
Organizational management	<p>Training of staff on BMO management and operations</p>
Increasing Capacity for the Executive Committee	<p>Good Corporate Governance</p> <ul style="list-style-type: none"> ▪ What are responsibilities & liabilities? <p>General training on appropriate skills (e.g. lobbying & advocacy)</p> <ul style="list-style-type: none"> ▪ Exchange visits with other similar BMOs in the region such as members of EAREP and SADC region
Develop Operational Plan	<p>Executive Secretary to develop an annual operational plan, & submit to Executive Committee</p> <ul style="list-style-type: none"> ▪ Includes proposed budgets & activities
Branches	<ul style="list-style-type: none"> ▪ Formally establish & support existing branches ▪ Encourage the establishment of more branches ▪ Branches to introduce themselves to the authorities within their service areas ▪ Branches to strengthen membership base
Institutional Human Capacity	<p>Presently 3 Executive Secretaries, 1 Deputy Executive Secretary, 1 Resource Management Secretary, 1 Technical Advisor & 4 volunteers. In the next 5 years, 1 additional officer: 1 renewable energy officer (technical & policy)</p>

3.3 Capacity/ Resourcing

It is essential that as TAREA moves forward with an expanding focus that it has the resources and capacity to implement any strategy approved by the Executive Committee.

At present, the staff complement includes:

- The Executive Secretary – Head Office
- The Deputy Executive Secretary – Head Office
- The Executive Secretary – Lake Victoria Zone Branch
- The Executive Secretary – Northern Zone Branch
- Resource Management Secretary-Head Office
- Technical Advisor-Head Office
- Up to 3 volunteers at a time

3.4 Partners

To be able to implement the activities listed above, it is important to work with a wide range of partners, comprising Members, private and government sectors partners, development partners, technical partners and institutional partners. Some of these partners may be funding partners; and technical partners to support implementation of the Strategy. Others may be co-beneficiaries of activities.

3.4.1 Private Sector Partners

- ACCESS Coalition
- Alternative Energy – Africa
- Burundi Renewable Energy Association (BUREA)
- Deutsch Tansanische Freundschaft e.V (DTP)
- Energy Private Developers-Rwanda (EPD)
- Kenya Renewable Energy Association (KEREAA)
- Power for All
- PUM Netherlands senior experts
- Renewable Energy and Energy Efficiency Program (REEEP)
- Renewable Energy Zanzibar Association (REZA)
- Spix e.V Netzkraft Movement
- Tanzania National Gender and Sustainable Energy Network (TANGSEN)
- Tanzania Parliamentarians Friends of Environment (TAPAFE)
- Tanzania Private Sector Foundation (TPSF)
- Uganda National Renewable Energy and Energy Efficiency Alliance (UNREEEA)
- Wind Empowerment

3.4.2 Development Partners

- Associazione Microfinanza E Sviluppo Onlus –Italia
- Autonomous Province of Trento - Italy
- bfz gGmbH
- Climate Technology Centre and Network (CTCN)
- European Union
- Embassy of the Kingdom of the Netherlands
- Landesamt Enzkreis

- High Commission of India
- World Bank
- SNV Netherlands Development Organization
- LIFE Academy
- Swedish International Development Agency (Sida)
- United Nations Development Program / Global Environmental Facility (UNDP/GEF)
- URBIS Foundation

3.4.3 Institutional Partners

- Arusha Technical College
- Energy and Water Utilities Regulatory Authority of Tanzania (EWURA)
- Kilimanjaro International Institute of Telecommunications and Computer (KIITEC)
- Ministry of Energy
- Ministry of Trade & Industry
- National Environment Management Council (NEMC)
- Regional Administration and Local Government (RALG)
- Rural Energy Agency (REA)
- Tanzania Bureau of Standards (TBS)
- Tanzania Commission for Science and Technology (COSTECH)
- Tanzania Revenue Authority (TRA)
- Tanzanian Industrial Research & Development Organization (TIRDO)
- University of Dar Es Salaam-College of Engineering and Technology (UDSM-CoET)
- Vice Presidents Office Ministry Responsible for Environment and Union Affairs
- Vocational Education and Training Authority (VETA)

3.5 Funding

Based on budget estimates provided overleaf, a budget in the range of TZS 451,092,519 for 2020 to TZS 543,692,098 for 2024 will be required to cover basic operational costs, which include salaries of key staff, office costs and implementing the core activities identified in section 3.2.

The projected income and expenditure for 2020 to 2024 is indicated in the table overleaf.

Tanzania Renewable Energy Association (TAREA) Strategy 2020-2024

Income	Actual Financial Statement (TZS)			Projected budget (TZS)				
	2017	2018	2019	2020	2021	2022	2023	2024
Membership fee	28,640,700	29,184,992	35,936,460	38,001,000	38,132,000	41,124,000	41,496,000	44,565,000
Project Support	219,590,885	0	0	0	0	0	0	0
Grant Receipts	13,099,297	361,447,352	295,740,640	310,527,672	325,314,704	340,101,736	354,888,768	369,675,800
Donation Receipts – National Renewable Energy Day	55,485,000	0	55,332,000	58,098,600	60,865,200	63,631,800	66,398,400	69,165,000
Receipts for Consultancy Fees	48,271,927	71,981,685	17,107,419	17,962,790	18,818,161	19,673,532	20,528,903	21,384,274
Advert on Web Page	800,000	800,000	2,000,000	2,100,000	2,200,000	2,300,000	2,400,000	2,500,000
Sales	278,000	813,000	0	400,000	400,000	400,000	400,000	400,000
Contributions	0	3,060,000	0	0	0	0	0	0
Exhibitions	0	770,000	26,090,000	20,000,000	30,000,000	30,000,000	30,000,000	30,000,000
Motor vehicles			4,000,000	4,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Total TZS	366,165,808	468,057,029	436,206,519	451,092,082	481,732,086	503,233,090	522,114,094	543,692,098



Tanzania Renewable Energy Association (TAREA) Strategy 2020-2024

Expenditure	2017	2018	2019	2020	2021	2022	2023	2024
Annual General Meeting	6,700,000	4,628,000	4,666,600	4,700,000	4,000,000	5,366,590	5,599,920	5,833,250
Advisory Committee and Executive Committee Meetings	5,021,000	1,564,500	2,779,500	2,779,500	3,000,000	3,000,000	4,000,000	4,000,000
Volunteer Allowances	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000
Seminars/Workshops	92,499,600	55,274,125	6,087,167	6,087,167	6,000,000	6,000,000	7,000,000	10,000,000
Project Implementation	113,841,720	254,889,508	245,283,137	280,000,000	291,200,000	300,000,000	310,000,000	320,000,000
Consultancy Fee Payments	11,250,000	1,600,000	1,600,000	2,000,000	2,500,000	2,500,000	2,500,000	3,000,000
Printing (Visibility Materials)	0	460,000	1,600,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Depreciation	2,912,160	6,868,372	4,530,722	5,000,000	5,000,000	5,500,000	5,000,000	5,000,000
Salaries	35,148,000	35,148,000	35,148,000	35,148,000	38,662,800	42,177,600	46,395,360	48,504,240
Severance Pay/Workers Compensation	879,960	351,480	352,821	352,821	386,628	421,776	463,954	485,042
NSSF Pension Contributions	3,516,960	3,514,800	3,514,800	3,514,800	3,866,280	4,217,760	4,639,536	4,850,424
Housing Allowance	5,154,000	12,060,000	13,200,000	13,200,000	13,860,000	13,860,000	14,520,000	14,520,000
Staff Transport Allowance	0	4,563,117	5,577,500	5,577,500	5,577,500	5,856,375	5,856,375	6,135,250
Renewable Energy Day	78,220,000	23,734,000	66,067,050	38,500,000	50,000,000	55,000,000	58,000,000	60,000,000
Staff Health Insurance	4,000,800	5,561,300	7,575,300	7,575,300	8,332,830	8,332,830	8,332,830	8,711,595
Travel Expenses (fares, hotel, etc.)	5,500,000	17,252,330	0	4,000,000	4,000,000	4,500,000	4,500,000	4,500,000
Office Rent	11,488,272	10,407,600	10,054,800	10,200,000	10,200,000	11,000,000	11,000,000	11,000,000
Equipment Maintenance/New	50,000	0	450,000	400,000	500,000	500,000	500,000	600,000
Communication Costs	2,820,000	8,111,109	7,595,900	7,595,900	7,595,900	7,975,695	7,975,695	8,355,490
Audit Fee	2,950,000	2,950,000	2,950,000	3,200,000	3,200,000	3,200,000	3,400,000	3,400,000
Bank Charges	1,941,664	743,250	1,665,521	2,000,000	2,200,000	2,200,000	2,200,000	2,500,000
General Office Expenses	7,902,000	2,970,834	3,280,464	3,500,000	3,500,000	3,500,000	4,000,000	4,000,000
Vehicle Repairs and Maintenance	2,411,000	2,411,000	2,119,539	2,500,000	3,000,000	3,500,000	3,500,000	4,000,000
Total TZS	400,265,136	460,103,325	431,138,539	445,373,008	474,123,959	496,150,648	516,925,693	536,937,315
Annual surplus (deficit)	(34,099,329)	7,953,704	5,067,698	5,719,074	7,608,127	7,082,442	5,188,401	6,754,783

4.0 Way Forward

To implement the Strategy 2020-2024, the Executive Secretary will need to develop an annual action plan, detailing the budgetary requirements to carry out the strategic plan. The Executive Secretary will need to pursue potential donors and other funding sources to secure funding for achieving both core and project-based activities that are detailed in this strategic plan.

With regards to the existing branches, TAREA will need to focus on supporting these branches and consider formally establishing more branches. Furthermore, TAREA will extend the proposed activities to the Branches, who will incorporate these into their future action plans. Also, the Student Division and other Divisions that were identified in the review will need to be established and operationalized.

Efforts should be made to promote other technologies apart from solar photovoltaic like solar heating, biomass energy, hydro and wind.



Appendix 1: SWOT Analysis

The below table provides a brief SWOT of the Association.

<p>Strengths:</p> <ul style="list-style-type: none"> ▪ Government recognition ▪ Public recognition ▪ Good track record on Renewable Energy in Tanzania ▪ Commitment of Members & Executive Committees ▪ Strong leadership ▪ Good governance ▪ Active Secretariat ▪ Regional and international recognition 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Reliance on donor funding ▪ Limited regional participation ▪ Inadequate participation of other renewable energy technologies apart from solar ▪ Lack of funding ▪ Low involvement in energy efficiency ▪ Limited human capacity
<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Support from stakeholders (Government, donors, partners) ▪ Potential membership base from the regions ▪ Growing renewable energy industry ▪ Energy security ▪ Increase in fossil energy prices ▪ Climate change drivers ▪ New policies & legislative drivers ▪ Expanding to actively include the participation of other renewable energy ▪ National energy efficiency strategy ▪ Open membership to all stakeholders 	<p>Threats</p> <ul style="list-style-type: none"> ▪ Competition - Other NGO's ▪ Poor quality products and services ▪ Donor driven agenda – potential change ▪ Economic impacts – high-interest rate ▪ High tariffs of solar mini-grid electricity

Appendix 2: Stakeholders

The following figure shows the investigative approach and an overview of TAREAs various stakeholders.



Members	permanent	temporary
	Local	International
companies	corporate	individual
	NGOs	professional
		students
		others

Clients	Government
	Institutions
	Individuals
	Councils
	Municipals
	Faith-Based Organizations
	...

Suppliers	Donors	volunteers
		finances
		recognition
	Members	service delivery
		building
	Service Providers	
	Government	resources
		enabling environment
		recognition

Government	NEMC	TANESCO
	EWURA	REA
	RALG	TBS
	FCC	TFS
Ministries	Industries	Fishing
	Health	Tourism
	Education	Agriculture
	Communication	Finance
	Works	Science
	Infrastructure	Water
		Environment
		Water

Communities	residents
	education institutions
	business entities
	religious institutions
	health institutions
	political institutions

Labour Market	job searchers
	employers

Employees	Current Secretariat public relations fundraiser accountant
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Partners	media academia government development partners NGOs private sector parastatal organizations government agencies	local/central NHC REA EWURA TBS NSSF
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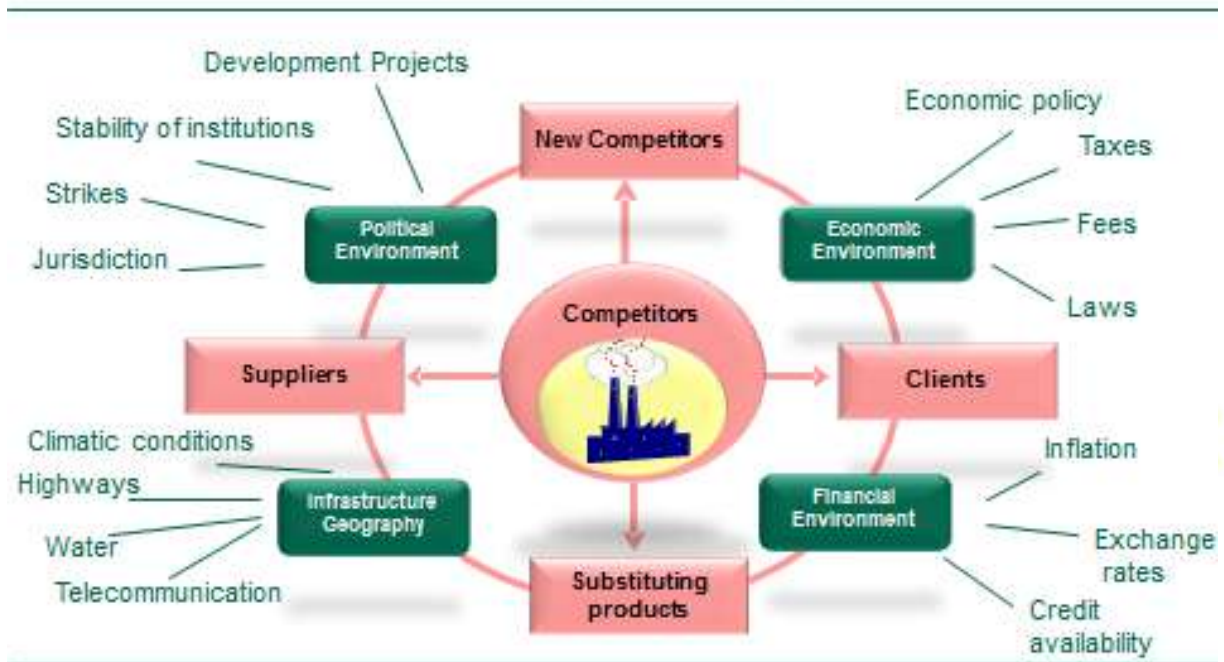
For a sustainable future



Appendix 3: Organisational Environment

The following figure shows the investigative approach and an overview of TAREAs organizational environment.

Forces that influence the performance of organisational entities



Appendix 4: Guidelines & By-laws

During the workshop on institutional strengthening, the Executive Committee revised the rules and regulations of TAREA. Before the review, an understanding of the differences in the definitions of by-laws, guidelines and rules and regulations was carried out. The outcome of this analysis is indicated below:

1. By-laws: These are internal rules or laws of TAREA that applies to its' Members. By-laws are approved by the Annual General Meeting.
2. Rules & Regulations: This is legislation that applies to TAREA's staff. Rules and regulations are approved by the Executive Committee.
3. Guidelines: These are issued and used by TAREA to make the actions of its employees or divisions more predictable, and presumably of higher quality. Guidelines are approved by the Executive Committee.

The additional rules and regulations, by-laws and guidelines that were identified at the workshop are indicated below. These will need to be developed by TAREA.

Rules and Regulations:

The current rules and regulations that TAREA has developed are listed below:

1.0 Scheme of Service

2.0 Policies

- (i) Equal employment policy
- (ii) Policy on leadership and succession plan
- (iii) Human resource management policy
- (iv) Human resource information system policy
- (v) Staff recruitment policy
- (vi) Conflict manage policy
- (vii) Settling grievances policy
- (viii) Performance evaluation and skill training policy
- (ix) Communication policy
- (x) Computer policy
- (xi) Procurement policy
- (xii) Fixed asset policy
- (xiii) Finance policy
- (xiv) Policy for bookkeeping and record maintenance
- (xv) Consultancy and advisory policy
- (xvi) Conflict of interest policy
- (xvii) Brand policy
- (xviii) Member code of conduct

Additional rules and regulations that have been identified include the following:

3.0 Occupational health and safety

By-laws:

- 1.0 By-law on membership. This shall include a detailed description of each of the categories and sub-categories
- 2.0 By-law on structures (including Branches)
- 3.0 By-law on annual fees and subscription
- 4.0 By-law on pro-rata annual fees and subscription for new members
- 5.0 By-law on disciplinary action

Guidelines:

The guidelines that were identified include the following:

1. Student Division Guidelines
2. Branch Operational Guidelines
3. Loan Guidelines
4. Guidelines on Rates and Travel Allowances



4.1 Student Division Guideline

Introduction

- The purpose of the student chapter will be to bring knowledge and awareness of the renewable energy technologies to the young generation.

Establishment of Student Division

- Membership of the Students' Chapters shall be open to all bonafide students of the respective institutions of the high learning who declare that they are interested in the activities of the association and that they shall abide by the constitution of TAREA.
- The student chapter will be established by the proposal from the patron.
- Patron who has a role of advising and overseeing the functioning of the student chapter.
- Minimum number of students' chapter to operate is 20.
- Members of the students' chapter shall abide to the association regulations and by-laws.

Officers

- **Election of the Committee**
The officers of the students' chapter will consist of Chairperson, Secretary and Treasurer. The committee will be elected from among the division bonafide members.
- **Role of the Committee**
The Students' Chapter committee will be responsible for the implementation of the duties and responsibilities as spelt out in the constitution.
- **Duties and responsibilities**
The students division will have the duties and responsibilities of implementing association objectives.
- **Election procedures**
The election will be conducted on the majority rule. The quorum for election will follow the association election directives.

Operations

- **Meetings**
The Students division will hold annual division meeting twice a year. The division committee shall be meeting at least once quarterly.
- **Activities**
Division shall carry out activities of community awareness on the development of renewable energy.
- **Finance**
Division shall make fund rising that shall be used for their activities focusing on the development of renewable energy.
The auditing of the financial books will be centralized to the association headquarter.
- **Reporting to Headquarters**
- Secretary of the association shall report to the association headquarter

4.2 Branch Operational Guideline

Introduction

- The purpose: Branches are responsible for member recruitment
- To realize the objective of the association at the grassroots.

Procedures

- Finance
 - Branches will collect and retain fees for application
 - Branches will collect the annual fees and submit 25% to the headquarter and retain 75%
 - Branches can conduct fundraising activities independent from the headquarter
 - The auditing will be centralized to the association headquarter.
- Recruitment
- Branches will submit the membership status 6 months into the year
- Partnerships
Branches can form a partnership with another group interested with the objectives of TAREA.

Reporting

- Headquarter/ committee/ branch members
- Branches will submit reports to the headquarter quarterly
- Communication with members
Branches will be responsible for communicating to the members under the branch.



Appendix 5: Policies, strategies, goals and initiatives

Underneath are the policies, strategies, goals and initiatives mainstreamed in the process of revising TAREA Strategic Plan 2020-2024.

- 1.0 Tanzania National Energy Policy, 2015
- 2.0 Tanzania National Environmental Policy, 1997
- 3.0 Tanzania Five Year Development Plan 2016/2017-2020/2021
- 4.0 United Nations Sustainable Energy for All Initiatives (SE4ALL) by 2030
- 5.0 Tanzania's SE4ALL Action Agenda, 2015
- 6.0 Tanzania's SE4ALL Investment Prospectus, 2015
- 7.0 Sustainable Development Goals (SDGs) by 2030
- 8.0 National Energy Implementation Strategy, 2015
- 9.0 List of Common Activities of East Africa Renewable Energy Associations, 2019
- 10.0 List of 10 priority EAC renewable energy challenges, 2019
- 11.0 National Gender Policy, 2000
- 12.0 National Gender Strategy, 2008
- 13.0 Tanzania Irrigation Master plan, 2018
- 14.0 Tanzania Agricultural Policy, 2013
- 15.0 SE4ALL Gender Action Plan 2018
- 16.0 MoU between TAREA and bfz
- 17.0 Tanzania Forestry Policy, 1998



Appendix 6: Workshop Participants Zanzibar 2-6.2.2020

No.	Name	Status	Sex	Field	Mob	Email
1	Prof. Cuthbert Kimambo	Ex Chairperson	M	Solar Energy	0754 281680	cuthbertkimambo@yahoo.com
2	Mr. Sylvester Mwambije	Corporate Member	M	Biomass Energy	0713 605137	envotec@gmail.com
3	Eng. Hamisi Mikate	Treasurer	M	Solar Energy	0754 694413	hmikate@ensol.co.tz
4	Eng. Arfaksad Ndilanha	Chairperson-Advisory Committee	M	Biomass Energy	0713 420380	ndilanha2010@yahoo.com
5	Ms. Brenda Kazimili	Member Executive Committee	F	Solar Energy	0754 299620	bkazimili@gmail.com
6	Eng. Finias Magessa	Professional Member	M	Solar/Hydro/Biomass	0784 816537	finiasm@yahoo.com
7	Prof.-Eng. Geoffrey John	Ex Chairperson	M	Solar Energy	0686 740477	grkjohn@uccmail.co.tz
8	Mr. Michael Mkombozi	Member Advisory Committee	M	Hydro Energy	0714 172233	mikemkombozi@yahoo.com
9	Eng. Prosper Magali	Vice Chairperson	M	Solar Energy	0713 508917	magali075@yahoo.com
10	Eng. Arthur Karomba	Member Advisory Committee	M	Wind Energy	0784 688094	arthur.karomba@energioverda.com
11	Mr. Godwin Msigwa	Member Executive Committee	M	Solar Energy	0754 973863	godwinsolar@gmail.com
12	Ms. Lydia Mugarula	Member Executive Committee	F	Energy Efficiency	0769 517037	lydiamugarula@yahoo.co.uk
13	Mr. Khatim Noor	Executive Secretary Northern Zone	M	Biomass Energy	0683 053137	chibitoo779@gmail.com
14	Eng. Felister Assenga	Member Advisory Committee	F	Solar Energy	0717 254098	Felister.Assenga@dayliff.com
15	Mr. Jacob Ruhonyora	Executive Secretary Lake Victoria Zone	M	Biogas/Solar	0763 661497	jacobruhonyora@yahoo.com
16	Dr.-Ged-Henning Vogel	Technical Advisor	M	Hydro Energy	0785 533393	gh_vogel@yahoo.de
17	Ms. Emma Laswai	Deputy Executive Secretary	F	Environment	0714 560566	emmylas@yahoo.com
18	Ms. Cecilia Richard	Resource Management Secretary	F	Finance	0713 934527	cecilia.richard@yahoo.com
19	Matthew Matimbwi	Executive Secretary	M	Solar Energy	0755 086462	matimbwi@gmail.com
20	Mr. Michael Onesmo	Professional Member-Consultant	M	Water/Consultancy	0754 267355	michael.onesmo@gmail.com
21	Ms. Grace Malle	Professional Member	F	Finance	0686 279081	neemaharson@gmail.com

Appendix 7: Member Need Assessment Questionnaire

QUESTIONNAIRE ON NEED ASSESSMENT OF TAREA MEMBER

TAREA Secretariat is preparing the 5 years strategy 2020-2024. It is hereby submitting questionnaire for members to present their opinion to be used in the process of developing the strategy.

PART ONE: MEMBER AND NETWORK SERVICE

TAREA Branch:

1. Membership category: (a) Professional (b) Associate (b) Company/NGO (e) Technician
(f) Student

2. Type of source of energy you are working on: (a) Sun (b) Wind (c) Biomass (d) Hydro

3. Are you satisfied by the rates of membership fees and do you pay every year?

YES/NO.....

If the answer is No, why?

.....

4. Do you attend TAREA annual general meeting? YES/NO

If the answer is No, Why?

.....

5. Do you participate to the Renewable Energy Day? YES/NO

If the answer is No, Why?

.....

6. Do you attend workshops and seminars called by TAREA? YES/NO

If the answer is No, Why?

.....

7. Do you use training opportunities organized by TAREA? YES/NO

If the answer is No, Why?

.....

8. Do you have confidence on TAREA leadership and secretariat? YES/NO

If the answer is No, Why?

.....

9. Are you satisfied by the awareness and promotional activities conducted by TAREA?

YES/NO

If the answer is No, Why?

.....

10. Are you satisfied by the efforts of TAREA in representing members in solving sectorial challenges (advocacy)? YES/NO

If the answer is No, Why?

.....

11. Are you satisfied by TAREA services of information provision? YES/NO

If the answer is No, Why?

.....

12. Are you satisfied by the information dissemination service provided by TAREA?

YES/NO

If the answer is No, Why?

.....

PART TWO: MEMBER NEEDS

Suggest activities to be done under each TAREA Output.

Outcome 1.0 Advancement of Knowledge and Skills Development
Outcome 2.0 Knowledge Management & Information Dissemination
Outcome 3.0 Networking of Members
Outcome 4.0 Support the creation of an enabling environment and framework for a sustainable renewable energy market
Outcome 5.0 Supporting and encouraging best practices, including development and enforcement of standards and codes of conduct
Outcome 6.0 Promote local manufacture of renewable energy products & enterprise development
Outcome 7.0 Facilitating market development of renewable energy technologies, applications and services