



Tanzania Renewable Energy Association (TAREA)

Strategy 2015 – 2019

For a sustainable Future

TAREA



Tanzania Renewable Energy Association



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Abbreviations

AC – Advisory Committee
ACET - Association of Consulting Engineers Tanzania
AGM - Annual General Meeting
BEST-Dialogue Business Environment Strengthening Tanzania-Dialogue
Bfz - Beruflichen Fortbildungszentren der Bayerischen Wirtschaft
CAMARTEC - Centre for Agricultural Mechanization And Rural Technologies
CBOs - Community based organisations
COSTECH - Tanzanian Commission for Science & Technology
CRB - Contractors Registration Board
CSOs - Civil Society Organisations
DANIDA - Danish International Development Agency
DFID - Department for International Development
DITF - Dar es Salaam International Trade Fair
DNA - Designated National Authority
DTP - Deutsch-Tansanische Partnerschaft e.V
DVD - Digital Video Disc
EASE - Enabling Access to Sustainable Energy
EC – Executive Committee
ERB -Engineers Registration Board
ETC - Energy, Technology and Control Ltd.
EWURA - Energy and Water Utilities Regulatory Authority of Tanzania
FCC - Fair Competition Commission
FIT - Feed-in-Tariff
FM-Frequency Modulation
GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit
GVEP - Global Village Energy Partnership
H3 – Horizont 3000 Austrian Development Cooperation
HIVOS - The Humanist Institute for Cooperation with Developing Countries
ICS-Improved Cook Stove
ICT - Information and Communications Technology
IET - Institution of Engineers Tanzania
ILO - International Labour Organisation
ITV-Independent Television
LED - Light-emitting diode
MEM-Ministry of Energy and Minerals

N/A - Not Applicable

NBC - National Bank of Commerce

NEMC - National Environmental Management Council

NGO - Non-Governmental Organisation

Norad - Norwegian Agency for Development Cooperation

NSSF - National Social Security Fund

POA –CDM Program of Activity Clean Development Mechanism

PV - Photovoltaics

REA – Rural Energy Agency

SEED- Support for Entrepreneurship and Enterprise Development

SESSA - Sustainable Energy Society of Southern Africa

SIDO - Small Industries Development Organisation

SLE – Service Logistics Engineering

SNV - Netherlands Development Organization

SWOT - Strengths Weaknesses Opportunities Threats

TANESCO - Tanzania Electric Supply Company

TANROAD-Tanzania Roads Agency

TAPAFE-Tanzania Parliamentarians Friends of Environment

TAREA - Tanzania Renewable Energy Association

TASEA - Tanzania Solar Energy Association

TaTEDO - **Tanzania** Traditional Energy Development and Environment Organisation

TBC1-Tanzania Broadcasting Corporation

TBS - Tanzania Bureau of Standards

TIRDO - Tanzanian Industrial Research & Development Organisation

TPSF - Tanzania Private Sector Foundation

UNDP/GEF - United Nations Development Programme / Global Environment Facility

UNIDO - United Nations Industrial Development Organization

USAID - United States Agency for International Development

VETA - Vocational Education and Training Authority

VPO - Vice Presidents Office

Preface

The development of the Strategic Plan 2015-19 it was a process that involved members. The first involvement was the workshop of members that took place in Morogoro from 4th to 6th September, 2013. The second and third workshops took place on 7th November, 2013 and on 30th November, 2013 in Arusha and Mwanza, respectively.

This document presents the review of Strategic Plan 2011-2014 and Strategic Plan for the period of 2015-2019.

This document was approved by the TAREA Annual General Meeting held on 26.3.2015.



Executive Summary

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, 2014 by the Ministry of Home Affairs as a member based non-profit non-governmental organisation of Tanzanian solar energy stakeholders standing for the recognition of the excellence of solar energy technologies and services. Since its inception, TAREA has grown from a small committee carrying out a limited number of activities, to an organisation with over 423 members, full time employees, and an extensive portfolio of projects and programmes it has carried out under its mandate.

Due to the expiring of 2011-2014 strategic plan, TAREA conducted review and need assessment workshops in Morogoro (4th – 6th September, 2013), Arusha (7th November, 2013) and Mwanza (30th November, 2013).

The development of the new Strategy for the period 2015 to 2019 involved the following activities:

- 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.
- Review the operational costs of TAREA
- Review previous activities carried out by TAREA
- 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. See the below summary table of the key activities for the 2015-2019 Strategic Plan.
- Review of funding that is required to cover operational costs and implementation of activities
- Review capacity and resources, both internal and external, that are existing and required
- Identification of potential partnerships (including private sector partnerships, development partners, technical partners and institutional partners) that will assist in achieving the objectives of TAREA
- SWOT analysis
- Stakeholder analyses
- Organisational environment analyses
- Member service development
- Gender mainstreaming
- National, regional and international policies, strategies and goals reviews

A summary of the key proposed project activities and institutional activities is provided in the tables below.

Summary of the key proposed project activities

Activities	Details
Advancement of Knowledge & Skills Development:	<ul style="list-style-type: none"> ▪ Training & capacity development for renewables ▪ Business / entrepreneurial competence training ▪ Awareness raising for decision makers for renewables ▪ Develop a student awareness programme
Knowledge Management & Information Dissemination	<ul style="list-style-type: none"> ▪ Continue with & improve the quarterly SunENERGY magazine ▪ Update & improve website ▪ Develop promotional material ▪ Procure and distribute literatures ▪ Utilize Mass Media - Encourage members to develop articles & publish under TAREA ▪ Host, facilitate & attend events (e.g. workshops, seminars & conferences) ▪ Continue with Renewable Energy Day (once a year) ▪ Carry out long-term demonstrations of renewable energy systems ▪ General information dissemination on Biogas, Solar cookers & Solar dryers, small scale-biodiesel, small-scale hydro, & wind initiatives
Networking of members & other key actors in the public & private sector:	<ul style="list-style-type: none"> ▪ Facilitating lectures & seminars - arrange a forum (every 6 months) where players from renewable sector can meet & network with one another ▪ Continue & update the TAREA directory of stakeholders & include trainers ▪ Utilize networking tools ▪ Network at international and regional levels -establish a forum for collaboration to discuss renewables & identify synergies ▪ Research & exchange information on standards, policies, & legislation of other countries
Support the creation of an enabling environment & framework for a sustainable renewable energy market	<ul style="list-style-type: none"> ▪ Engage with & encourage Government to participate with renewable energy development ▪ Awareness raising amongst leaders - create a forum for leaders / regulators to talk about renewable energy ▪ Support Project Developers ▪ Investigate relevant mechanisms of financing small-scale & stand alone renewables
Support & encourage best practice, including development & enforcement of standards & codes of conduct	<ul style="list-style-type: none"> ▪ Awareness campaign - Enhance Government activities on the Solar PV standards ▪ Become involved in mechanisms for the public to raise concerns to TBS (Tanzania Bureau of Standards) on renewable energy products ▪ Adopting other Standards - engage & support TBS on the development of other standards for renewables

Promote local manufacture of renewable energy products & enterprise development	<ul style="list-style-type: none"> ▪ Barrier analysis - Investigate studies on barriers to local manufacturers & investigate mitigation of these barriers ▪ Enterprise development
Facilitate market development of renewable energy technologies, applications & services	<ul style="list-style-type: none"> ▪ Encourage & support ways to harness carbon credits for renewables

Summary of the key proposed activities for institutional strengthening of the organisation

Activities	Details
Capacity	<ul style="list-style-type: none"> ▪ Training of existing staff in Financing management systems ▪ Business / entrepreneurial competence training ▪ Part-time accountant to assist with compiling reports & provide training
Increasing capacity for executive committee	<ul style="list-style-type: none"> ▪ Improve understanding of responsibilities & liabilities within Good Corporate Governance ▪ General training on appropriate skills (e.g. lobbying & advocacy) ▪ Exchange visits with other similar NGOs in the region
Capacity training for secretariat	<ul style="list-style-type: none"> ▪ Training in NGO (Non-Governmental Organisation) Governance & Management ▪ Training in project management tools ▪ ICT (Information and Communications Technology) training
Develop Operational Plan	<ul style="list-style-type: none"> ▪ Executive Secretary to develop annual operational plan, & submit to Executive Committee
Guidelines, rules & regulations & by-laws	<ul style="list-style-type: none"> ▪ TAREA to develop and finalize them
Branches	<ul style="list-style-type: none"> ▪ Formally establish & support existing branches ▪ Encourage the establishment of more branches
Office space	<ul style="list-style-type: none"> ▪ Review location & space requirements
Institutional capacity	<ul style="list-style-type: none"> ▪ Presently capacity comprises Executive Secretaries (2), Deputy Executive Secretary, Resource Management Secretary, Technical Advisor, Administration Assistant & 8 volunteers ▪ Increase the number of officers (technical & policy) by 1 officer in the next 5 years

To implement the 2015-2019 strategy the Executive Secretary will need to develop a short-term action plan, including a detailed budget and identify other strategies that will ensure

sustainable funding of TAREA's core activities. Potential donors and other funding sources will need to be secured before strategic activities are undertaken.

TAREA will need to focus on supporting and establishing existing and required Branches and Divisions. With regards to the various Divisions, in order to operationalise these, TAREA will need to develop specific guidelines for the structure, operations, responsibilities and reporting of the separate Divisions. To achieve this, TAREA should focus on appointing relevant individuals to prepare these guidelines and other additional rules, regulations, by-laws and guidelines before they are finalised and approved by the Executive Committee.

On basis of this strategic plan TAREA was developing its organisational capacity and also its network to other renewable energy stakeholders. One milestone was reached in year 2012, when TAREA started its cooperation with Horizont3000 (H3) the Austrian Development Cooperation. H3 and TAREA carried out a finance project on awareness raising, lobbying and advocacy for Renewable Energy in Tanzania Mainland (duration 3/2012 until 8/2014) and a Technical Advisor (TA) assignment (duration 5/2012 until 4/2014) which is dedicated to support the implementation of the finance project and to TAREAs lobbying and advocacy work. One objective of the TA project is the review and eventual redevelopment of TAREAs awareness raising, lobbying and advocacy strategies and as part of this process it was decided to conduct a strategic plan review.

With support of BFZ (another new partner that could be attracted during implementation of the strategic plan 2011 -2014) TAREA could invite TAREA members from various regions, members of executive and advisory committees to a three days' workshop. The Workshop of TAREA strategic plan midterm review and member service business planning was held in Morogoro in the period of 3rd to 7th September 2013 and facilitated by the Horizont3000 technical advisor to TAREA.

Target of the workshop was to evaluate the performance of TAREA according to the strategic plan in the period of 2011 – 2014, to further develop the strategy plan and wherever necessary to adjust the document. A stakeholder analyses was carried out and on this base it was possible to outline the organisational environment of the association and to detect problematic areas. Furthermore a plan was developed on how to strengthen TAREAs member service portfolio.

Through Private – Public – Partnership, TAREA and COSTECH signed Memorandum of Understanding to realize renewable energy activities on information sharing, awareness raising, advocacy, capacity building and research. COSTECH through financial contribution has supported implementation of a great part of 2011-2014 Strategy.

1.0 Introduction

1.1 Strategic Review

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- 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. See the below summary table of the key activities for the 2015-2019 Strategic Plan.
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- Stakeholder analyses
- Organisational environment analyses
- Member service development
- Gender mainstreaming
- National, regional and international policies, strategies and goals reviews

1.2 History

TAREA was initiated in 2000, following a three-day workshop called by renewable energy stakeholders, where it was agreed by a number of industry players that there was a need for an NGO devoted permanently to the promotion of renewable energy in Tanzania. The stakeholders established a committee to set up the organisation and its governing structure. TAREA was formally registered at the Ministry of Home Affairs in 2001.

During the first three years, it operated on a voluntary basis, with support from the German Tanzanian Partnership or Deutsch-Tansanische Partnerschaft e.V. (DTP).

In August 2004, TAREA hired its first staff member. The organisation has grown and has also established a website for its members and stakeholders.



2.0 Governance

2.1 Governance and Administration

2.1.1 Overall Governance

The Constitution sets out how the organisation is governed in principle, and the office bearers who are responsible for carrying out activities. Revised Constitution was approved by members at the Annual General Meeting in August 2010.

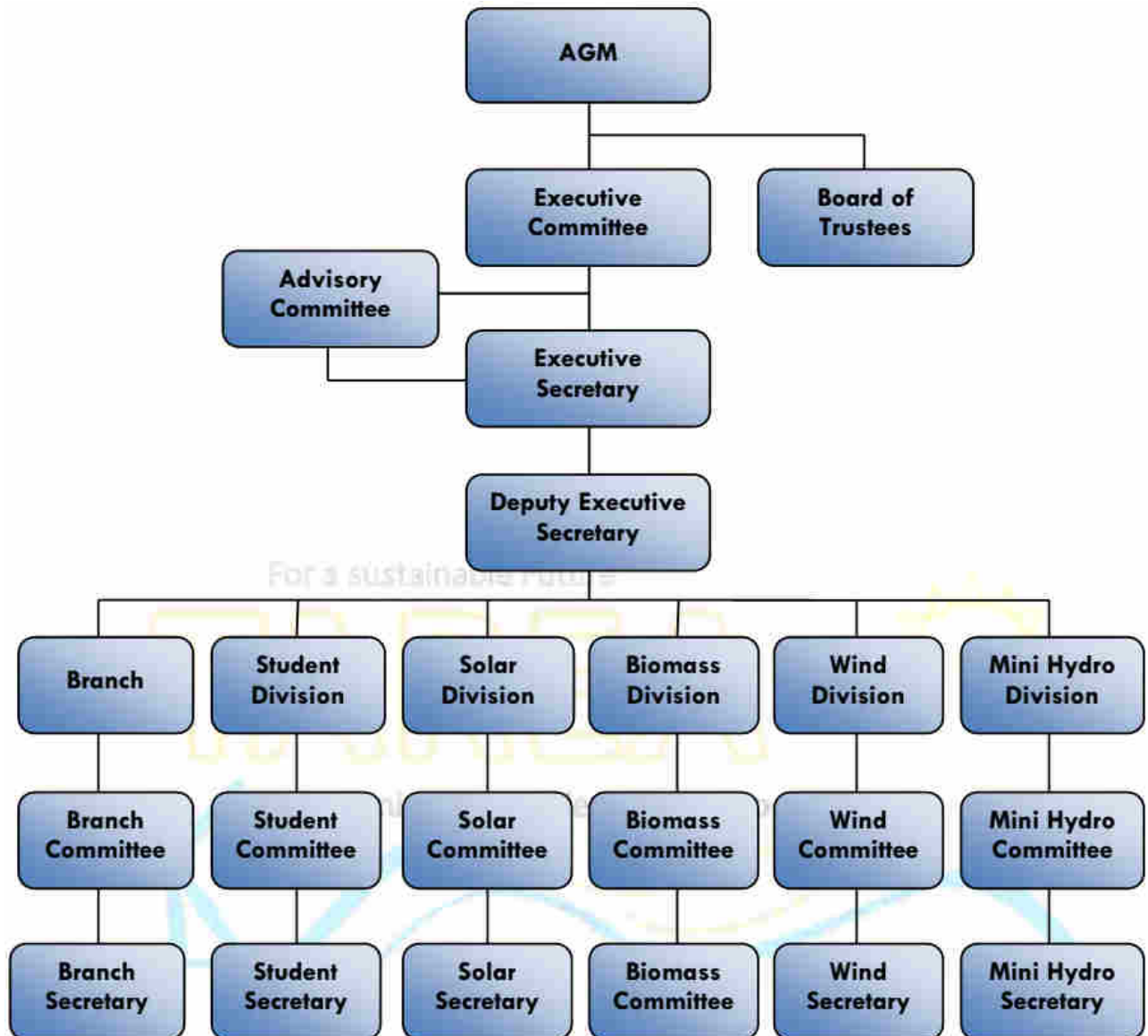


Figure 1: Governance Structure

2.1.2 Annual General Meeting

As a membership organisation, 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 organisation are elected (i.e. every three years) and annual reports are presented. The last AGM was held on 27th March, 2014.

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.

Table 2-1 TAREA Executive Committee Members [March, 2014]

Name	Organisation	Role
Prof. Eng Geoffrey R. John	University of Dar es Salaam	Chairperson
Eng. Mzumbe Musa	RESCO	Vice Chairperson
Eng. Cynthia Eliceus	Tanzania Geothermal Company	Treasurer
Eng. Matthew Matimbwi	TAREA	Executive Secretary
Ms. Emma Laswai	TAREA	Deputy Executive Secretary
Mr. Alex Mutiganzi	AGLEX Co Ltd	Member
Mr. Julius Kilimo	REDCOT	Member
Ms. Hellen Ndowo	VETA	Member
Eng. Hamisi S. Mikate	ENSOL (T) LTD	Member
Mr. Abas Munisi	Ukiluguru Agricultural Training Institute	Chairperson Lake Victoria Zone Branch
Eng. Livinus Manyanga	KAKUTE	Chairperson North Zone Branch
Prof.-Eng. Cuthbert Kimambo	University of Dar es Salaam	Ex-Chairperson

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 Branch Chairpersons representing the TAREA Branches.

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 agreement will need to be reached at the next Annual General Meeting.

2.1.4 Advisory Committee

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

Table 2-2 Members of the Advisory Committee [March, 2014]

Name	Organisation	Role
Mr. Godwin Msigwa	Private Consultant	Chairperson
Mrs. Brenda Kazimili	University of Dar es Salaam	Secretary
Ms. Emma Laswai	TAREA	Member
Eng. Matthew Matimbwi	TAREA	Member
Eng. Salum Manjawa	Prisons Department	Member
Eng. Emanuel Michael	UNIDO	Member
Eng. Lydia Mugarula	Twiga Cement	Member
Eng. Eunice Urio	VETA	Member
Dr. Klaus Winkler	Horizont3000	Member

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 realising TAREA's mission, visions and objectives, advising on the day to day administrative matters of TAREA, devising and implementing strategies on increasing and sustaining membership, and supporting networking and information dissemination activities of TAREA. The role of sensitizing TAREA members and other stakeholders on the importance of enforcement of quality standards for renewable energy technologies and applications, detailed in the Constitution, shall be the responsibility of the Advisory Committee.

Advisory Committee comprises of seven appointees. Chairperson of the Advisory Committee that is elect of Annual General Meeting oversees the implementation of the functions of the Advisory Committee. 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 mobilisation and fund raising.

Members of the Board of Trustees shall convene annually prior to 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 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, is 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 organisation'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 481 registered members (December, 2014). 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. Table 2-3 illustrates the total number of registered members up until December, 2014.

2.2.1 Registration Membership Profile

The total number of registered members (December, 2014) amounts to 481 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 [December, 2014]

Membership Category	Members
Corporate Membership	
Large Business/ Organisation	45
Small Business	40
Dealer Membership	7
Professional Membership	
Practicing Professionals (<i>consulting professionals, engineers</i>)	110
Recognized Technicians (<i>technicians and installers</i>)	123
Associate Membership	45
Student Membership	103
International Membership	
Corporate (<i>Companies, institutions and organizations</i>)	5
Individual	3
TOTAL	481

2.2.2 Membership Revenue Profile

Table 2-4 illustrates the 2014 registration and annual fees for the various membership categories.

Table 2-4 TAREA membership fees for 2014

Membership Category	Registration Fee (TSHs)	Annual Fees (TSHs)
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>)	200,000	700,000
Individual	100,000	100,000

A provisional projection of paid members was undertaken for the period 2011-2014 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 2015-2019

Membership category	2011		2012		2013		2014		2015	2016	2017	2018	2019
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Plan	Plan	Plan	Plan
Corporate													
Small corporate	23	15	27	23	35	20	40	17	20	23	26	29	32
Large corporate	17	17	25	19	35	19	40	31	35	40	45	50	55
Dealers	0	1	0	2	0	2	0	3	5	7	9	11	15
Professional													
Practicing professionals	25	18	30	33	39	36	45	52	60	70	80	90	100
Recognised technicians	16	36	19	30	21	30	24	46	30	35	40	45	50
Associate	17	9	20	9	26	10	30	14	35	40	45	50	55
Student	12	17	22	31	35	31	55	33	35	40	45	50	55
International													
Corporate	1	0	2	3	3	3	5	2	4	5	5	6	6
Individual	3	1	6	1	9	1	10	2	4	4	4	6	8
Total number of members	113	114	149	151	203	152	250	200	228	264	299	337	376

Table 2-6 Projected annual membership increase

Year	2011		2012		2013		2014		2015	2016	2017	2018	2019
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Plan	Plan	Plan	Plan
Corporate													
Small business	50%	36%	20%	30%	30%	31%	15%	18%	20%	20%	25%	25%	25%
Large business/organisation	50%	27%	50%	25%	40%	17%	15%	10%	15%	15%	20%	20%	20%
Dealers									10%	10%	15%	15%	20%
Professional													
Practicing professionals	20%	9%	20%	15%	30%	13%	15%	17%	15%	15%	20%	20%	20%
Recognised technicians	15%	36%	15%	8%	15%	7%	15%	12%	10%	10%	15%	15%	15%
Associate	50%	16%	20%	6%	30%	8%	15%	10%	10%	10%	15%	15%	15%
Student	200%	38%	80%	52%	60%	34%	60%	14%	40%	40%	45%	45%	45%
International													
Corporate	25%	0%	50%	300%	100%	0	50%	30%	50%	50%	55%	55%	55%
Individual	50%	0%	100%	0%	50%	0	15%	25%	10%	10%	15%	15%	15%

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 2010 - 2014 and 2015-2019

Year	2010		2011		2012		2013		2014		2015	2016	2017	2018	2019
	Plan *000	Actual *000	Plan *000	Actual *000	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	3,850	1,500	6,000	3,750	7,498.125	5,750	9,868.500	5,000	11,965.919	4,050	4,650	5,350	6,155	7,080	8,145
Large corporate	4,700	4,800	7,150	6,800	11,529.375	7,600	15,963.750	7,600	19,020.143	16,800	19,320	22,220	25,555	29,390	33,800
Dealers				100		200		200		350	400	460	530	610	705
Professional															
Practicing professionals	1,350	700	1,386	1,260	1,787.940	2,310	2,405.592	2,520	2,816.656	2,980	3,430	3,945	4,540	5,225	6,010
Recognised technicians	640	240	364	720	449.995	600	517.494	600	639.752	1,320	1,520	1,750	2,015	2,320	2,670
Associate	560	300	825	270	957.825	270	1,298.385	300	1,502.162	640	740	850	980	1,130	1,300
Student	50	400	200	170	335.400	310	510.840	310	878.645	263	310	360	415	480	555
International															
Corporate			900		1,236.250	2,100	2,580.000	2,100	3,986.906	2,800	3,220	3,700	4,255	4,895	5,630
Individual	300	200	400	100	967.500	100	1,290.000	100	1,352.081	300	500	575	665	765	880
Total	11,423	8,140	17,225	13,170	24,762.410	17,142.1	34,343.561	18,730	42,162.265	29,503	34,090	39,210	45,110	51,895	59,695

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, Shopping Arcade 17. According to TAREA's Statement of Income and Expenditure for the year ended 31st December 2014, TAREA's office operating cost amounted to TSh 398,530,636. The financial statement for 2014 is presented in section 3.5, which provides a breakdown of all income and expenditure activities from 2012 and illustrates the projected income and expenditure up until 2019.

TAREA has a modest set of office equipment and a small demonstration PV set. This equipment has been donated by the DFID, UNDP GEF (United Nations Development Programme Global Environment Fund) Mwanza project, Horizont3000 and from members.

The organisation maintains 5 bank accounts; three Tanzania Shillings account at the CRDB, one Euro account at the National Bank of Commerce (NBC) and one Tanzania Shillings at the National Bank of Commerce (NBC). 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 2011-2014

TAREA has been an active player in the Tanzania renewable energy network. It has facilitated a number of events and activities with membership support. Key activities carried out from 2011 to 2014 are summarized below.

Table 2-8 TAREA Activity Summary 2011-2014

2.4.1 Activity 1: Advancement of Knowledge and Skills Development

Activity	Details	Output	Support/ Contribution
Solar PV training	<ul style="list-style-type: none"> ▪ Training & re-training of new & existing technicians & Council Engineers on Solar PV <p>TAREA will:</p> <ul style="list-style-type: none"> ▪ Identify technician who have been trained ▪ Identify new technicians ▪ Identify resources for training, vocational training institutions, consultants, & members ▪ Review curricula & training manuals ▪ Become involved in the sensitisation of vocational training centres [VETA VET (Vocational Education and Training Authority - Virtual Environment for Training) - 11 regions] 	<ul style="list-style-type: none"> ▪ 12 solar technicians trained in Masasi district ▪ 16 pico solar installers trained in Geita District ▪ 15 pico solar installers trained in Bukoba Rural District ▪ 14 pico solar installers trained in Karatu District ▪ 15 pico solar installers trained in Moshi Rural District ▪ Participated in the process of developing renewable energy curriculum 	Enzkreis, SNV Tanzania, VETA

<p>Renewable Energy training & Capacity Development</p>	<p>Facilitate training on renewables that focuses on:</p> <ul style="list-style-type: none"> ▪ Technology ▪ Project development ▪ Financing 	<ul style="list-style-type: none"> ▪ 15 members trained in preparation of responsive bids ▪ Facilitated the availability of the continued training places for the members: <ul style="list-style-type: none"> ▪ 3 members trained on planning and use of wind power in Sweden ▪ 5 members trained on manufacture of wind turbines in India ▪ 1 member trained on Private Sector Development in Sweden ▪ 2 members trained on solar photovoltaic in India ▪ 1 member trained on solar energy in Egypt ▪ 1 member trained on renewable energy technologies in Egypt ▪ 3 members trained on efficient energy use in Sweden ▪ 2 members of staff trained in accounting software-QuickBook ▪ 2 members of staff trained on project management at Institute of Accountancy Arusha ▪ Recruited 2 members of staff ▪ Mobilized seconded staff at the position of Technical Advisor ▪ Continued managing REN Volunteer Program 	<p>Bfz gGmbH, Sida, Governments of India and Egypt, Horizont3000, North-South Initiative e.V</p>
<p>Awareness for decision makers</p>	<p>Carry out awareness raising for renewables & sustainable 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 	<ul style="list-style-type: none"> ▪ Carried out 1 awareness raising event at the Parliament Grounds-Dodoma ▪ Conducted 5 site visits in Dar es Salaam, Arusha and Kahama ▪ Conducted live talks at radios (Kahama FM, Clouds FM, Radio One, TBC1, Radio Ukweli, Radio 5, Radio Pambazuko) and television stations (TBC1 and ITV) ▪ Published articles on the local newspapers of Habari Leo, Mwanachi and Daily News. 	<p>Sida/MEM, COSTECH, Sida, CARE Tanzania, GIZ, Horizont3000</p>

<p>Student awareness programme</p>	<p>Develop a platform for student awareness. This may generate future members TAREA will:</p> <ul style="list-style-type: none"> ▪ Develop guidelines to establish a Student Division ▪ Identify key institutions to kick-off the Student Divisions ▪ Arrange talks at Universities on renewables <p>Resource & Capacity development Establish guidelines & support establishment of TAREA Student Divisions</p>	<ul style="list-style-type: none"> ▪ Conducted 2 workshops to the female students at University of Dar Es Salaam ▪ Conducted school programs at primary and secondary schools in Mwanza and Arusha ▪ Conducted school program at VETA Kipawa ▪ Managed German Volunteer Program that work for awareness raising and cultural learning 	<p>UDSM, DTP</p>
<p>Transport</p>	<p>Provide a platform for Research & Development</p> <ul style="list-style-type: none"> ▪ Encourage members to research biofuels ▪ Monitor development 	<p>Not implemented due to the trend of investors compromising food supply and negative social-economic impacts</p>	
<p>Support research programmes</p>	<ul style="list-style-type: none"> ▪ Engage with institutions and transfer knowledge to industry ▪ TAREA to take the role as project partner for facilitating & networking 	<ul style="list-style-type: none"> ▪ Supported 2 students at University of Dar Es Salaam that conducted research on renewable energy subjects ▪ Conducted research on solar fishing lanterns in Mwanza ▪ Conducted study on renewable energy policy environment and stakeholders ▪ Hosted interns from USA (1) and Canada (2) 	<p>DTP, Horizont3000</p>

2.4.2 Activity 2: Knowledge Management & Information Dissemination

Activity	Details	Output	Support/ Contribution
Magazine	<ul style="list-style-type: none"> ▪ TAREA will continue the quarterly magazine ▪ Include independent renewable energy product review ▪ Improve reliability ▪ Increase circulation ▪ Increase sponsorship through advertising ▪ Continuous improvement of content & quality ▪ Encourage members to participate & add content (e.g. letters to the editor) ▪ Make available online 	<ul style="list-style-type: none"> ▪ Published product review in the website instead of the magazine ▪ Printed magazine quarterly, 500 copies ▪ Uploaded all editions online 	COSTECH-Sida, Horizont3000
Website	<ul style="list-style-type: none"> ▪ Website to be updated & improved ▪ The system must be user friendly, quick & simple to upload ▪ Up-to-date news & information ▪ Include a library of reports & publications for download ▪ Include database, comprising information on industry player, other stakeholders & market information (e.g. prices, approved products) ▪ Include links to important sites ▪ Include renewable energy product review ▪ Advertising banners to pay for managing site ▪ Establish & maintain a Facebook site for access by students 	<ul style="list-style-type: none"> ▪ User friendly software of Joomla used and two websites established www.tarea-tz.org and (linked to) https://sites.google.com/site/tareatzevents/ ▪ Updated often ▪ Included downloadable reports and publications ▪ Established online renewable energy directory ▪ Included links of corporate members, partners and government agencies ▪ Included link to the official product review website of Lighting Rural Africa ▪ Provided payable online advert service ▪ Established and maintained Facebook 	DTP

Tanzania Renewable Energy Association (TAREA) Strategy 2015-19

Physical library and resource centre at TAREA Office	<p>Establish permanent library at TAREA</p> <ul style="list-style-type: none"> ▪ Includes journals, books, manuals, guidelines, publications, DVDs etc. <p>Subscriptions to key journals Encourage branches to establish libraries Involve volunteers</p>	Ordered a and distributed hard and soft copies of journals, books, manuals, guidelines, publications and DVDs	Bfz gGmbH, ISES, European Union, ARENA
Promotional material	<p>Develop calendar, posters, information leaflets, T-shirts etc.</p> <ul style="list-style-type: none"> ▪ Posters about specific campaigns ▪ T-shirts, banners, stickers etc. for events ▪ Organisational profile ▪ Calendar – look for sponsorship for each month/ by month 	Produced and distributed DVDs, calendars, posters, leaflets, T-Shirts, banners, stickers, pens and cloth bags	Bfz gGmbH, Horizont3000, COSTECH, Sida, DTP, Members
Mass media	<p>Utilise media (television, radio, podcasts, newspapers) to publicise</p> <ul style="list-style-type: none"> ▪ Name change from TASEA to TAREA opportunity <p>Encourage TAREA members to develop articles & publish under TAREA - could include member success stories</p>	<ul style="list-style-type: none"> ▪ Conducted live talks at televisions and radios ▪ Published press release in the newspaper on the change of the name from TASEA to TAREA 	Bfz gGmbH, Horizont3000, COSTECH, Members
Events	<p>Host, facilitate & attend workshops, seminars & conferences (involve volunteers & members)</p> <ul style="list-style-type: none"> ▪ Workshop on Quality Service improvement ▪ Technology workshops ▪ Networking <p>Regional exhibitions & road shows</p> <ul style="list-style-type: none"> • Renewable energy exhibition • Exhibit at Saba Saba Day (Dar es Salaam International Trade Fair (DITF)) & Nane Nane Agricultural Show 	<ul style="list-style-type: none"> ▪ Conducted 1 dissemination workshop on the national cook stoves standards ▪ Conducted 2 workshops on solar standards enforcement and solar standards gazzeting ▪ Started working with advocating solar standards and regulations enforcement ▪ Conducted 4 workshops on renewable energy financial opportunities ▪ Conducted 1 advocacy meeting with TANROAD on using solar photovoltaic for traffic light ▪ Conducted 1 advocacy talk to the Mayor of City of Dar Es Salaam using solar photovoltaic for the public areas lighting ▪ Conducted 1 advocacy workshop on standards of water heaters and wind turbines ▪ Conducted 1 advocacy workshop on tax incentives on briquettes and bio gas 	Bfz gGmbH, SNV-Tanzania, BEST-AC, Horizont3000, GIZ, REA, MEM, DTP, UNDP-GEF, Members

		<ul style="list-style-type: none"> ▪ Conducted stakeholders networking workshops, 1 in Mwanza and 2 in Arusha ▪ Played a role of Secretariat for ICS Task Force ▪ Conducted 1 networking conference between TAREA and BSW Solar members in Dar Es Salaam ▪ Conducted 1 village solar day at Mbingu Village, Ifakara ▪ Conducted 1 renewable energy exhibition with MEM during 50 years independence celebration at Mnazi Moja ▪ Conducted 1 renewable energy exhibition with REA during 50 years independence celebration at Saba Saba International Trade Fair Grounds ▪ Conducted 1 renewable energy exhibition during engineers meeting at Mount Meru Hotel, Arusha 	
Solar Day	<p>Continue with Solar Day (once a year) Raising awareness & marketing</p> <ul style="list-style-type: none"> • Emphasise renewables • Done National & possibly Regionally • Include seminars and workshops 	<ul style="list-style-type: none"> ▪ Conducted 1 national renewable energy day (changed the name from solar day in 2011) in Dar Es Salaam ▪ Conducted 1 national renewable energy day in Arusha ▪ Conducted 1 national renewable energy day in Kahama 	<p>Horizont3000, DTP, URBIS Foundation, GIZ, CARE International, Members</p>
Demonstrations	<p>Carry out long-term demonstrations of renewable energy systems</p> <ul style="list-style-type: none"> • Hospitals • Productive use systems <p>TAREA to Identify & facilitate demonstrations Make case studies & list of site visits available Done on a case by case basis</p>	<ul style="list-style-type: none"> ▪ Installed 2 street lights at Malinyi bus stand (lighting passengers and women food vendors), at Malinyi, Ulanga District ▪ Installed solar systems for dormitories and classrooms at Matekwe Secondary School, Matekwe village, Nachingwea District ▪ Installed 3 demonstrations for grid charged backup power at Kariakoo, Dar Es Salaam ▪ Installed 1 demonstration for solar photovoltaic charged backup power at Dar Es Salaam Institute of Transport, Dar Es Salaam ▪ Conducted 1 site visit to the solar photovoltaic mini grid at Melela-Kololo, Morogoro 	<p>Mollys' Network, DTP, Bfz gGmbH, Katholische Kirche Kaernten, Devergy, Members</p>
Manuals, books, guidelines & DVDs	<p>Prepare books & guidelines on renewable energy Expose rural areas to media – made possible by producing video on project work Translate relevant materials into Swahili</p>	<ul style="list-style-type: none"> ▪ Produced and distributed 5,000 copies of Swahili DVD “ufahamu juu ya teknolojia na vifaa vya umeme nuru” ▪ Supported 1 member to prepare a booklet “Mafunzo ya Umeme wa Jua” ▪ Prepared 1 training manual on the renewable energy for district councils members of staff 	<p>COSTECH, Sida, bfz gGmbH, DTP</p>

<p>Biogas, Solar cookers & Solar dryers, biodiesel, small-scale hydro, & wind initiatives</p>	<p>General dissemination of information on different technologies (involve volunteers)</p> <ul style="list-style-type: none"> • Link with website • Develop fact sheets for renewable technologies • Link with demonstration sites <p>Work with existing players Develop database of initiatives & disseminate</p>	<ul style="list-style-type: none"> ▪ Printed technical facts in SunENERGY ▪ Linked with other websites like Alternative Energy for Africa 	<p>Horizont3000, COSTECH, Sida</p>
<p>Transport</p>	<p>General awareness raising on transport issues:</p> <ul style="list-style-type: none"> • Fuels • Techs • Efficiency & emissions • Operation <p>Investigate partnering with T2 centre, The Institute of Transport, & SUMATRA (Surface Maritime Transport Regulatory Authority)</p>	<p>Not dealt with as bio fuel has become unpopular within TAREA due its negative impacts on food chain and social welfare.</p>	
<p>ISES</p>	<p>Maintain affiliation Attend events Obtain documents & publications Identify opportunities for collaboration</p>	<p>Maintained Corporate Membership</p>	<p>Sida/MEM</p>
<p>Monthly email update</p>	<p>Continue with monthly email update Inform members of relevant Policies, Investments, Activities etc. that are taking place locally, regionally & internationally Continue circulating electronic News letter & comments.</p>	<p>Continued circulation of monthly enewsletter and frequent ecirculation</p>	<p>TAREA</p>

2.4.3 Activity 3: Networking of members

Activity	Details	Output	Support/ Contribution
Facilitating lectures & seminars	<p>TAREA to arrange a forum (every 6 months) where players from renewable sector can meet & network with one another.</p> <p>This may be in the form of lectures, seminars & dinners on renewable energy discussions</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 <p>Attendance fees of those attending will assist in covering the costs</p>	<ul style="list-style-type: none"> ▪ Conducted 1 renewable energy forum in cooperation with COSTECH ▪ Conducted 1 financing conference to the members ▪ Facilitated 9 lectures on renewable energy financing, technologies and policies 	<p>COSTECH, Horizont3000, bfz gGmbH, SNV</p>
TAREA directory	<p>Continue & update (every 2 years) the directory of stakeholders</p> <p>Improve data collection</p> <p>Include trained technicians within the directory</p>	<p>Renewable energy directory updated, printed and distributed</p>	<p>Horizont3000, bfz gGmbH</p>
Networking in the region	<p>Establish a forum for collaboration to discuss renewables, working together & identifying synergies</p> <p>Look at standards, exchange of information, policies, & legislation of other countries</p>	<ul style="list-style-type: none"> ▪ Participated in the initiative of forming East Africa Renewable Energy Association ▪ Networked with Alternative Energy Africa, BSW Solar, GOGLA, TPSF, Mollys' Network, SNV Tanzania, LIFE Academy, North-South Initiative e.V, URBIS Foundation e.V, BEST-AC and COSTECH 	<p>Bfz gGmbH, GIZ</p>
Networking tools	<p>Become involved with LinkedIn & other discussion forums - internally & externally</p>	<p>Established Facebook discussion forum</p>	<p>TAREA</p>

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

Activities	Details	Target recipient	Support/ Contribution
Government engagement	<p>TAREA to engage its members to encourage Government to develop an appropriate framework for renewable energy</p> <ul style="list-style-type: none"> ▪ Look at cost implications of FIT (Feed-in-Tariff) & how they can be subsidised ▪ Security for investment <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 ▪ To development renewable energy Policy with targets <p>Partner with other organisations (e.g. Ebhart Foundation)</p>	<ul style="list-style-type: none"> ▪ Advocated review of Small Power Project rules ▪ Advocated development of Tanzania REFiTs ▪ Started in cooperation with COSTECH training of district officers toward establishing district energy desks. 4 regions already covered. ▪ Conducted advocacy on the development of renewable energy policy and strategic targets ▪ Advocated for tax incentives on bio gas and briquettes ▪ Advocated for the review of energy policy 2003 ▪ Advocate for the retention of VAT exemptions on solar and wind technologies ▪ Initiated advocacy on development of standards for solar water heaters and wind turbines 	<p>Horizont3000, COSTECH, Sida, GIZ</p>
Awareness raising amongst leaders	<p>Create a forum for leaders / regulators to talk about renewable energy</p> <ul style="list-style-type: none"> ▪ Holding seminars, leading onto lobbying & advocacy 	<p>Conducted 2 meetings at the parliament, Dodoma</p>	<p>Sida/MEM, COSTECH, Sida</p>
Support Project Developers	<p>Project development of large-scale renewables</p> <ul style="list-style-type: none"> ▪ Provide advice ▪ Partnering & linking with local players 	<p>Conducted B2B meetings</p> <ul style="list-style-type: none"> ▪ 1 meeting with Swedish business people ▪ Conducted meeting with German solar companies <p>Provided technical support to:</p> <ul style="list-style-type: none"> ▪ Enzkreis that works in Masasi ▪ Mkapa Foundation works in Mtwara, Lindi and Rukwa ▪ USAID TUNAJALI Program in Morogoro, Singida, Dodoma, Iringa and Njombe 	<p>Sida, GIZ</p>

Activities	Details	Target recipient	Support/ Contribution
Mechanisms of financing	<p>Investigate relevant mechanisms of financing small-scale & stand alone renewables</p> <ul style="list-style-type: none"> ▪ Subsidies/ smart finance for consumers ▪ Provide platform for sharing information ▪ Solar PV, solar stoves, wind etc. to be considered <p>Requires additional capacity & awareness raising</p>	Conducted 2 workshops on renewable energy financing	Horizont3000

2.4.5 Activity 5: Supporting and encouraging best practice, including development and enforcement of standards and codes of conduct

Activities	Details	Target recipient	Support/ Contribution
Solar PV Standards	Lobby to have standards for solar PV gazetted	<ul style="list-style-type: none"> ▪ Advocated gazetting the standards ▪ Started working on developing small solar lantern testing lab replicating CREEC lab 	bfz gGmbH
Awareness campaign	<p>Enhance Government activities on the Solar PV standards</p> <p>Become involved in mechanisms for the public to raise concerns to TBS on Solar & other renewable energy products</p> <ul style="list-style-type: none"> ▪ Interpretation & summary of standards into Swahili 	TAREA members joined various TBS committees	TBS
Adopting other Standards	<p>TAREA to engage & support TBS on the development of other standards for:</p> <ul style="list-style-type: none"> ▪ Wind energy ▪ Solar water heater ▪ Biomass & charcoal stoves ▪ LED (light-emitting diode) lighting 	<ul style="list-style-type: none"> ▪ Initiated advocacy on the development of standards of solar water heaters and wind energy technologies ▪ Started initiatives of establishing small solar lanterns testing laboratory 	Horizont3000, bfz gGmbH

Activities	Details	Target recipient	Support/ Contribution
	<p>Encourage awareness for other standards & programmes Engage with ongoing programmes Review testing requirements Look at other standards in the region</p>		
<p>Buildings standards for renewables & energy efficiency</p>	<p>Look at potential demand & interest Develop awareness raising forums such as seminars & short courses for Architects, AQRB (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 (Association of Consulting Engineers Tanzania) Use regional case studies – Hotels (e.g. Solar water heaters; wind turbines at Sea Cliff parking area) Investigate opportunities for Energy Auditing Engage with CTI (Confederation of Tanzanian Industries) TCCIA (Tanzania Chamber of Commerce, Industry & Agriculture)</p>	<ul style="list-style-type: none"> Initiated advocacy of development of solar water heaters standards and regulations 	<p>Horizont3000</p>

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

Activities	Details	Output	Support/ Contribution
Encourage local manufacture of renewable energy products	<p>Raise discussions on creating Green Business Park for Industries powered by renewable energies or who manufacture renewable energy products</p> <p>Involve:</p> <ul style="list-style-type: none"> ▪ Ministry of Industries ▪ Ministry of Science & Technology ▪ SIDO (Small Industrial Development Organisation) ▪ Other industry support initiatives ▪ NDC (National Development Corporation) <p>Low priority</p>	<ul style="list-style-type: none"> ▪ Facilitated training of members in India and Sweden 	Government of India, Sida
Barrier analysis	<p>Investigate studies on barriers to local manufacturers</p> <p>E.g. Develop a bid in association with research institutes</p> <ul style="list-style-type: none"> ▪ Ministry of Industries ▪ SIDO ▪ Other industry support initiatives <p>Look at food processing & other sectors</p> <ul style="list-style-type: none"> ▪ Review the report by CTI to ensure no duplication of effort <p>Investigate mitigation of these barriers</p> <p>Identifying business areas</p>	<p>Conducted 1 workshop in cooperation with COSTECH</p>	COSTECH
Enterprise development	<p>Encouraging key players in developing Business & Product Models for local manufacturing</p> <p>Skills development training on renewable energy development & business</p>	<ul style="list-style-type: none"> ▪ Participated in training 15 entrepreneurs on developing bankable business plan 	SEED

Activities	Details	Output	Support/ Contribution
	opportunities Development of successful sustainable business models Assist entrepreneurs to develop proposals		
Small scale manufacturing initiatives	Create a platform to share information Technical advice (testing, manuals, dissemination) Small-scale wind turbines, cook stoves, biogas digesters, inverters, controllers, lights, briquettes, lanterns	<ul style="list-style-type: none"> Facilitated members training in India, Sweden and Egypt 	Sida, Governments of Egypt and India

2.4.7 Activity 7: Facilitating market development of renewable energy technologies, applications and services

Activities	Details	Output	Support/ Contribution
Carbon Credits	Encourage & support ways to harness carbon credits for renewables <ul style="list-style-type: none"> Partnership development with local & other renewable energy companies Facilitate programmatic CDM 	Encouraged members to register project with REA that administers POA-CDM	TAREA

3.0 Proposed Strategy for 2015 -2019

The foundation of the revised strategy lies in the objectives of the organisation 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. Advancement of knowledge and skills
2. Knowledge management and information dissemination
3. Networking of members and other key actors in the public and private sector
4. To support the creation of an enabling environment and framework for a sustainable renewable energy market
5. To support and encourage best practice, including development and enforcement of standards and codes of conduct
6. To promote local manufacture of renewable energy products and enterprise development
7. To facilitate market development of renewable energy technologies, applications and services

The activities proposed include both core activities for the organisation, in addition to a number of 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, a number of 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 2015-2019

3.1.1 Activity 1: Advancement of Knowledge and Skills Development

Activity	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2015	2016	2017	2018	2019
Renewable Energy Training	Training & re-training of new & existing technicians TAREA will: <ul style="list-style-type: none"> ▪ Identify technician who have been trained ▪ Identify new technicians ▪ Identify resources for training, vocational training institutions, consultants, & members ▪ Develop training manuals ▪ Continue involving in curriculum development ▪ Become involved in the sensitisation of vocational training centres [VETC (Vocational Education and Training Centre)] ▪ Continue REN Program 	Technicians	\$30k- \$50k per training	Government & development partners	✓	✓	✓	✓	✓
	Facilitate continued training on renewables that focuses on: <ul style="list-style-type: none"> ▪ Technology- Min Grids ▪ Project management ▪ Financing 	Local potential developers; Local financial institutions; Local authorities	\$20k-\$30k per session	Government & development partners	✓	✓	✓	✓	✓

Awareness for decision makers	Carry out awareness raising for renewables & sustainable energy by: <ul style="list-style-type: none"> ▪ Lobbying & visiting sites where renewable energy work is undertaken ▪ Carrying out demonstrations (involve members) ▪ Engaging with local media 	District & Regional Council Officers; Education officers; Planning officers; Health Officers	\$10k per event	Members, Government & development partners	✓	✓	✓	✓	✓
Student awareness programme	Develop a platform for student awareness. This may generate future members TAREA will: <ul style="list-style-type: none"> ▪ Identify key institutions to kick-off the Student Divisions ▪ Arrange talks at Universities on renewables Resource & Capacity development Establish guidelines & support establishment of TAREA Student Divisions	Universities; colleges, Secondary Schools	\$ 50k	Government & development partners	✓	✓	✓	✓	✓
Support research programmes	Engage with institutions and transfer knowledge to industry <ul style="list-style-type: none"> ▪ TAREA to take the role as project partner for facilitating & networking 	Universities, Colleges, Research Institutes	\$40k per event			✓	✓	✓	✓
Support members' international training	Continue procuring training places for members outside Tanzania	Members	N/A	Development partners	✓	✓	✓	✓	✓

3.1.2 Activity 2: Knowledge Management & Information Dissemination

Activity	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2015	2016	2017	2018	2019
Magazine	<ul style="list-style-type: none"> ▪ TAREA will continue the quarterly magazine ▪ Include independent renewable energy product review ▪ Increase circulation ▪ Increase sponsorship through advertising ▪ Make available online 	Members & other key stakeholders	\$10k per year	Sponsorship Advertising revenue	✓	✓	✓	✓	✓
Website	<ul style="list-style-type: none"> ▪ Up-to-date news & information ▪ Update events ▪ 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 	Members; Stakeholders; Sponsors, Potential funders; Researchers	N/A	TAREA Core Activity	✓	✓	✓	✓	✓
Promotional material	Develop calendar, posters, information leaflets, T-shirts, pens, cloth bags, stickers etc.	Government offices; Private sector & consumers	\$50k	TAREA Core Activity and sponsors	✓	✓	✓	✓	✓
Mass media	Utilise media (television, radio, newspapers) to publicise Encourage TAREA members to develop articles & publish under TAREA - could include member success stories		\$25k	TAREA Core Activity	✓	✓	✓	✓	✓

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 	Depends on event	\$20k per event	Partners, Corporate Members	✓	✓	✓	✓	✓
Renewable energy day	Continue with renewable energy day (once a year) Raising awareness & marketing <ul style="list-style-type: none"> Emphasise renewables Include seminars and workshops 	Public	\$ 50k per event	Development partners; members	✓	✓	✓	✓	✓
Demonstrations	Carry out long-term demonstrations of renewable energy systems <ul style="list-style-type: none"> Hospitals Schools Public gathering areas Productive use systems TAREA to Identify & facilitate demonstrations Make case studies & list of site visits available Done on a case by case basis	Public & Stakeholders; International Delegates	\$50k per year	Development partners. members	✓	✓	✓	✓	✓
Manuals, books, guidelines & DVDs	Prepare books & guidelines on renewable energy Expose rural areas to media – made possible by producing video on project work Translate relevant materials into Swahili	Academic & Vocational Institutions; other Stakeholders	\$5k per year	Government & development partners	✓	✓	✓	✓	✓
Biogas, Solar cookers & Solar dryers, biodiesel, small-scale hydro, & wind initiatives	General dissemination of information on different technologies <ul style="list-style-type: none"> Link with website Develop fact sheets for renewable technologies Link with demonstration sites Work with existing players 	Public	\$50k	Government & development partners	✓	✓	✓	✓	✓

	<ul style="list-style-type: none"> Develop database of initiatives & disseminate 								
ISES	Maintain affiliation Attend events Obtain documents & publications Identify opportunities for collaboration	Members	\$2k	TAREA Core Activity		✓			
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 News letter & comments.	Members	N/A	TAREA Core Activity	✓	✓	✓	✓	✓

3.1.3 Activity 3: Networking of stakeholders:

Activity	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2015	2016	2017	2018	2019
Facilitating lectures & seminars	TAREA to arrange a forum where players from renewable sector can meet & network with one another. This may be in the form of lectures, seminars, workshop on renewable energy discussions <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 	Members Public	\$5k - \$10k per event	Corporate Members & external people; Banks	✓	✓	✓	✓	✓
TAREA directory	Continue & update (every 2 years) the directory of stakeholders Improve data collection Include trained technicians within the directory	Public	\$15k per print	TAREA Core Activity; Sponsorship		✓		✓	

TAREA branch	Establish branch in Tanzania southern zone	Members	\$15	Members, Development partners	✓	✓	✓		
Networking in the region and international levels	Establish a forum for collaboration to discuss renewables, working together & identifying synergies Look at standards, exchange of information, policies, & legislation of other countries Partner with stakeholders' organizations/societies	Renewable Energy Stakeholders worldwide	\$20k - \$30k per annum	Development partners	✓	✓	✓	✓	✓
Networking tools	Become involved with LinkedIn & other discussion forums - internally & externally	Members & Stakeholders	N/A	TAREA Core Activity	✓	✓	✓	✓	✓



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

Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2015	2016	2017	2018	2019
Government engagement	<p>TAREA to engage its members to encourage Government to develop an appropriate framework for renewable energy</p> <ul style="list-style-type: none"> ▪ Continue advocacy on REFITs ▪ Advocate for Net Metering Scheme <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 ▪ To development renewable energy Policy with targets ▪ To develop policy on energy efficiency and regulations ▪ To develop standards on wind turbines and solar water heaters 	Government	\$ 40k per event	Partners	✓	✓	✓	✓	✓
Awareness raising amongst leaders	<p>Create a forum for leaders / regulators to talk about renewable energy</p> <ul style="list-style-type: none"> ▪ Holding seminars, leading onto lobbying & advocacy ▪ Work together with TAPAFE 	Parliamentarians, senior officials	\$20k-\$30k	Government & development partners	✓	✓	✓	✓	✓
Support Project Developers	<p>Project development of large-scale renewables</p> <ul style="list-style-type: none"> ▪ Provide advice ▪ Partnering & linking with local players 	Project developers	\$10k per event	Project developers Advisory services	✓	✓	✓	✓	✓

Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2015	2016	2017	2018	2019
Mechanisms of financing	Investigate relevant mechanisms of financing small-scale & stand alone renewables <ul style="list-style-type: none"> ▪ Subsidies/ smart finance for consumers ▪ Provide platform for sharing information ▪ Solar PV, solar stoves, wind etc. to be considered 	Consumers & dealers	\$30k-\$50k	Government & development partners	✓	✓	✓	✓	✓

3.1.5 Activity 5: Supporting and encouraging best practice, including development and enforcement of standards and codes of conduct

Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2015	2016	2017	2018	2019
Solar photovoltaic	Adocacy and lobby enforcement of solar photovoltaic standards	Government	\$120k	Development partners, Government	✓	✓	✓	✓	✓
	Control quality of solar lanterns adopting guidelines from practising laboratory	Retailers	\$250	Development partners	✓	✓	✓	✓	✓
Awareness campaign	Enhance Government activities on the renewable energy standards Become involved in mechanisms for the public to raise concerns to TBS on Solar & other renewable energy products	Dealers & consumers	\$80k	Development partners	✓		✓		✓
Adopting other Standards	TAREA to engage & support TBS on the development of other standards for: <ul style="list-style-type: none"> ▪ Wind energy ▪ Solar water heater 	TBS, East Africa Community, NEMC,	\$40k per event	Core activity	✓	✓	✓	✓	✓

Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2015	2016	2017	2018	2019
	<ul style="list-style-type: none"> ▪ Biomass & charcoal stoves ▪ Solid biomass cooking fuels ▪ LED (light-emitting diode) lighting <p>Encourage awareness for other standards & programmes Engage with ongoing programmes Review testing requirements Look at other standards in the region</p> <ul style="list-style-type: none"> ▪ Advocacy on electronic waste safe deposition regulations 	Ministry of Industry and Trade							
Buildings standards for renewables & energy efficiency	<p>Look at potential demand & interest at household and public Develop awareness raising forums such as seminars & short courses for Architects, AQRB (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 (Association of Consulting Engineers Tanzania) Use regional case studies – Hotels (e.g. Solar water heaters; wind turbines at Sea Cliff parking area) Investigate opportunities for Energy Auditing</p>	Building sector; Architectural firms; Government planning department	\$40k-\$50k	Development partners	✓	✓	✓	✓	✓
Codes of practice	Advocate for the development of technician/engineers code of practices	Government	\$ 40k	Government, partners	✓	✓	✓	✓	✓

3.1.6 Activity 6: Promote local manufacture of renewable energy products & enterprise development

Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2015	2016	2017	2018	2019
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	Entrepreneurs	\$30k-\$40k	Development partners	✓	✓	✓	✓	✓
Small scale manufacturing initiatives	Create a platform to share information Technical advice (testing, manuals, dissemination) Small-scale wind turbines, cook stoves, biogas digesters, inverters, controllers, lights, briquettes, lanterns	Local manufacturers & developers	\$20k per year	TAREA & clients; REA; SIDO	✓	✓	✓	✓	✓

3.1.7 Activity 7: Facilitating market development of renewable energy technologies, applications and services

Activities	Details	Target recipient	Rough budget	Potential source of funding	Timeframe				
					2015	2016	2017	2018	2019
Business partnership	<ul style="list-style-type: none"> Encourage business partnerships 	Members	\$50k-\$70k	Government & development partners	✓	✓	✓	✓	✓



3.1.8 Summary of the costs estimated for TAREAs project-based activities 2015-2019

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

TAREA project-based activities	Cost (US\$)				
	2015	2016	2017	2018	2019
Advancement of Knowledge and Skills Development					
Train 12 installers on the stand alone solar photovoltaic (12persons*5)	20,000	20,000	20,000	20,000	20,000
Retrain 12 solar installers to improve workmanship (12persons*3)	20,000		20,000		20,000
Train 12 solar water heaters installers (12persons*5)	30,000	30,000	30,000	30,000	30,000
Conduct REN Program enrolling 2 youth annually	5,600	5,600	5,600	5,600	5,600
Enable VETCs to conduct renewable energy training	150,000	100,000	100,000		
Train 10 engineers on the development of mini grids	30,000				
Conduct 5 renewable energy exhibition to the parliamentarians	10,000	10,000	10,000	10,000	10,000
Conduct 2 site visits of parliamentarians to the renewable energy site		40,000		40,000	
Conduct 5 students lectures on renewable energy	10,000	10,000	10,000	10,000	10,000
Establish annual renewable energy data collection	30,000	5,000	5,000	5,000	5,000
Conduct baseline study on the renewable energy e-waste using results for advocating e-waste deposition regulations	40,000	10,000	10,000	10,000	
Knowledge Management & Information Dissemination					
Conduct workshop to 50 stakeholders on renewable energy quality service	15,000		15,000		15,000
Conduct 5 village exhibitions	20,000	20,000	20,000	20,000	20,000
Conduct 5 Renewable Energy Days	50,000	50,000	50,000	50,000	50,000
Conduct 5 long term technology demonstrations	50,000	50,000	50,000	50,000	50,000
Conduct 10 renewable energy lectures	10,000	10,000	10,000	10,000	10,000
Establish TAREA branch in the Southern Zone	5,000	5,000	5,000		
Networking of Stakeholders					
Conduct 5 lectures on renewable energy to the general public	10,000	10,000	10,000	10,000	10,000
Update the renewable energy directory		15,000		15,000	
Establish branch in the Southern Zone	10,000	5,000	5,000		

Support the creation of an enabling environment and framework for a sustainable renewable energy market					
Continue advocating for Tanzania REFITs development	5,000	5,000			
Advocacy for Tanzania Net Metering Schedule	10,000	10,000	10,000	10,000	
Conduct training on renewable energy management to the districts of 19 regions	100,000	100,000	100,000	100,000	80,000
Advocate for the energy efficiency policy and regulations	60,000	10,000	10,000		
Continue advocating for renewable energy policy and strategy	10,000	10,000	10,000		
Continue advocating for standards for water heaters and wind turbines	40,000	10,000	10,000		
Hold awareness workshop to 60 members of TAPAFE in Dodoma	20,000	20,000	20,000	20,000	20,000
Hold financial workshop to members	10,000	10,000	10,000	10,000	10,000
Supporting and encouraging best practice, including development and enforcement of standards and codes of conduct					
Conduct advocacy to FCC, TBS and TRA on the solar quality regulations enforcement	110,000	10,000	10,000	10,000	10,000
Establish small solar lantern testing laboratory	150,000	25,000	25,000	25,000	25,000
Advocate for technician code of conducts	10,000	10,000	10,000	10,000	
Promote local manufacture of renewable energy products & enterprise development					
Train 10 solid biomass fuel stove manufacturers (10persons*3)	20,000		20,000		20,000
Train 10 renewable energy entrepreneurs in renewable energy business planning (10persons*2)	20,000			20,000	
Facilitating market development of renewable energy technologies, applications and services					
Conduct B2B between Tanzania and partnering countries	10,000	10,000	10,000	10,000	10,000
TOTAL (US\$)	575,000	230,000	245,000	215,000	175,000

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 organisation. These are listed below.

Activities	Details
Capacity building	Financing management systems <ul style="list-style-type: none"> ▪ Continued training for existing staff on accounting ▪ Part-time accountant to assist with compiling reports & provide training
Organisational management	Training of staff on NGO management and operations
Increasing Capacity for the Executive Committee	Good Corporate Governance <ul style="list-style-type: none"> ▪ What are responsibilities & liabilities? General training on appropriate skills (e.g. lobbying & advocacy) <ul style="list-style-type: none"> ▪ NGO governance & management Exchange visits with other similar NGOs in the region such as: <ul style="list-style-type: none"> ▪ SESSA (Sustainable Energy Society of Southern Africa)
Capacity training for Secretariat	Training in NGO Governance & Management Training in project management tools <ul style="list-style-type: none"> ▪ Websites ▪ Database
Develop Operational Plan	Executive Secretary to develop annual operational plan, & submit to Executive Committee <ul style="list-style-type: none"> ▪ Includes proposed budgets & activities
Develop & finalise guidelines, rules & regulations & by-laws	Appoint relevant individuals to prepare drafts & circulate to the Executive Committee
Branches	Formally establish & support existing branches Encourage the establishment of more branches
Office space	Increase space requirements
Institutional Capacity	Presently Executive Secretaries , Deputy Executive Secretary, Resource Management Secretary, Technical Advisor, Administration assistant & 8 volunteers In the next 5 years = 1 additional officer: <ul style="list-style-type: none"> ▪ 1 renewable energy officer (technical & policy)

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 compliment includes:

- The Executive Secretary – Head Office
- The Deputy Executive Secretary – Head Office
- The Executive Secretary – Lake Victoria Zone Branch
- Resource Management Secretary
- Technical Advisor
- Administrative Secretary
- Up to 8 volunteers at a time

3.4 Partners

In order to be able to implement the activities listed above, it is necessary 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, some may be technical partners to support implementation, and others may also be co-beneficiaries of activities.

3.4.1 Private Sector Partners

- BSW Solar
- Tanzania Private Setor Foundation
- Alternative Energy - Africa

3.4.2 Development Partners

- Associazione Microfinanza E Sviluppo Onlus -Italia
- BEST-Dialogue
- bfz gGmbH
- Bruder und Schwester in Not Kärnten (BSiN K)
- Climate Parliament
- Danish International Development Agency (DANIDA)
- Deutsch Tansanische Freundschaft e.V (DTP)
- DFID
- Enabling Access to Sustainable Energy (EASE)
- Energy, Technology and Control Ltd (ETC)
- German Embassy
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- **Global Off-Grid Lighting Association (GOGLA)**
- High Commission of India
- Horizont3000
- International Solar Energy Society (ISES)
- LIFE Academy
- Mollys' Network
- North-South Initiative e.V
- Norwegian Agency for Development Cooperation (Norad)
- SNV Tanzania
- Swedish International Development Agency (Sida)
- The Humanist Institute for Cooperation with Developing Countries (HIVOS)
- United Nations Development Program / Global Environmental Facility (UNDP/GEF)
- United Nations Industrial Development Organization (UNIDO)
- United States Agency for International Development (USAID)
- University of Dar Es Salaam-College of Engineering and Technology (UDSM-CoET)
- URBIS Foundation

- Waldensian Evangelical Church
- World Bank

3.4.3 Technical Partners

- Academic Institutions
- Consultants
- International Organizations
- Financial Service Providers
 - Banks
 - Microfinance
- Media partners (TV, Radio, Newspaper)
- Registration Boards & Institutes
- Vocational Partners

3.4.4 Institutional Partners

CAMARTEC (Centre for Agricultural Mechanization And Rural Technologies)
Energy and Water Utilities Regulatory Authority of Tanzania (EWURA)
Fair Competition Commission (FCC)
Ministry of Energy & Minerals
Ministry of Regional Administration and Local Governments
Ministry of Trade & Industry & Marketing
Rural Energy Agency (REA)
Tanzania Bureau of Standards (TBS)
Tanzania Commission for Science and Technology (COSTECH)
Tanzania Parliamentarians Friends of Environment (TAPAFE)
Tanzania Revenue Authority (TRA)
Tanzanian Industrial Research & Development Organisation (TIRDO)
University of Dar Es Salaam-College of Engineering and Technology (UDSM-CoET)
Vocational Education and Training Authority
Vice Presidents Office (VPO)

3.5 Funding

Based on budget estimates provided overleaf, a budget in the range of TZS 540,280,560 for 2015 to TZS 596,436,896 for 2019 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 2015 to 2019 is indicated in the table overleaf.

Tanzania Renewable Energy Association (TAREA) Strategy 2015-19

Income	Actual Financial Statement (TZS)			Projected budget (TZS)				
	2012	2013	2014	2015	2016	2017	2018	2019
Membership fee	17,793,392	23,283,566	22,297,768	26,500,000	29,150,000	30,607,500	32,137,875	33,744,769
Project supports (REA, COSTECH e.t.c)	-	26,139,662	204,023,496	54,000,000	59,400,000	62,370,000	65,488,500	68,762,925
Urbis Foundation/NSI Initiative support			3,000,000	16,600,000	18,260,000	19,173,000	20,131,650	21,138,233
Donor funding bfz	17,234,349	27,549,730	0	-	-	-	-	-
Donor funding Horizont3000	56,123,328	44,766,879	52,323,220	-	-	-	-	-
DTP Volunteer project	127,097,688	125,150,205	78,807,106	81,344,000	11,016,000	11,566,800	12,145,140	12,752,397
Renewable Energy Day	13,130,000	12,001,000	3,910,000	60,000,000	66,000,000	69,300,000	72,765,000	76,403,250
Magazine/Calendar /Website adverts	2,550,000	2,180,446	1,209,000	2,400,000	2,640,000	2,772,000	2,910,600	3,056,130
Consultancy service fee	9,583,790	33,691,290	38,010,216	54,000,000	59,400,000	62,370,000	65,488,500	68,762,925
Selling books	885,000	561,000	60,000	600,000	660,000	693,000	727,650	764,033
Award Energy for Life	1,040,619	-	0	-	-	-	-	-
BEST Dialog, Waldensian Church, Others	-	-	18,815,262	254,875,000	280,362,500	294,380,625	309,099,656	324,554,639
Gain from foreign exchange	-	11,394,848	0	5,000,000	5,500,000	5,775,000	6,063,750	6,366,938
Total	245,438,166	306,718,626	422,456,068	555,319,000	532,388,500	559,007,925	586,958,321	616,306,237

Tanzania Renewable Energy Association (TAREA) Strategy 2015-19

Expenditure	2012	2013	2014	2015	2016	2017	2018	2019
Annual General Meeting	5,675,000	4811800	6,444,800	6,000,000	6,600,000	6,930,000	7,276,500	7,640,325
AC and EC Meetings	1,957,500	2,336,900	3,264,100	7,400,000	8,140,000	8,547,000	8,974,350	9,423,068
Volunteer allowances	12,977,544	9,861,221	9,852,000	10,000,000	11,000,000	11,550,000	12,127,500	12,733,875
Seminars/workshops	1,800,000	16,316,600	122,713,452	20,000,000	22,000,000	23,100,000	24,255,000	25,467,750
Volunteer residential rent	19,194,000	17,470,000	18,140,000	19,000,000	-	-	-	-
Project implementation	50,492,064	48,065,593	78,371,695	292,900,000	322,190,000	338,299,500	355,214,475	372,975,199
Consultancy fee payments	6,480,000	5,520,353	6,960,000	500,000	550,000	577,500	606,375	636,694
Printing (TAREA Magazine, brochures)	12,770,769	14,034,450	15,325,045	19,200,000	21,120,000	22,176,000	23,284,800	24,449,040
Volunteer operations	36,684,629	41,107,353	26,506,950	35,000,000	5,616,000	5,896,800	6,191,640	6,501,222
Depreciation	2,352,353	2,619,886	1,708,741	2,600,000	2,860,000	3,003,000	3,153,150	3,310,808
Salaries	29,832,000	38,284,425	41,690,000	49,449,600	54,394,560	57,114,288	59,970,002	62,968,503
NSSF Pension contributions	2,743,200	3,612,300	3,749,200	4,944,960	5,439,456	5,711,429	5,997,000	6,296,850
Housing allowance	4,114,800	5,014,800	6,085,300	6,126,000	6,738,600	7,075,530	7,429,307	7,800,772
Staff Health Insurance	3,672,000	4,572,000	5,519,000	5,460,000	6,006,000	6,306,300	6,621,615	6,952,696
Travel expenses (fares, hotel, etc)	11,884,926	16,916,722	10,142,400	9,600,000	10,560,000	11,088,000	11,642,400	12,224,520
Office rent	6,887,553	4,788,282	7,582,927	8,500,000	9,350,000	9,817,500	10,308,375	10,823,794
Equipment maintenance/new	150,000	30,000	-	2,600,000	2,860,000	3,003,000	3,153,150	3,310,808
Communication costs	10,779,746	12,428,000	5,819,000	10,000,000	11,000,000	11,550,000	12,127,500	12,733,875
Audit fee	2,950,000	2,950,000	6,100,000	5,500,000	6,050,000	6,352,500	6,670,125	7,003,631
Bank charges	2,786,572	2,116,618	2,898,136	2,500,000	2,750,000	2,887,500	3,031,875	3,183,469
General office expenses	11,545,711	26,754,499	19,657,890	23,000,000	25,300,000	26,565,000	27,893,250	29,287,913
Total	237,730,367	279,611,802	398,530,636	540,280,560	515,224,616	540,985,847	568,035,139	596,436,896
Annual surplus (deficit)	7,707,799	27,106,824	23,925,432	15,038,440	17,163,884	18,022,078	18,923,182	19,869,341

4.0 Way Forward

In order to implement the Strategy 2015-2019 the Executive Secretary will need to develop a short-term 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 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. In addition, the Student Division and other Divisions that were identified in the review will need to be established and operationalised. Furthermore the additional rules, regulations, by-laws and guidelines that were identified during the review will need to be developed and finalised. Hence, TAREA will need to appoint relevant individuals to prepare drafts of these legal documents before they are circulated and finalised by the Executive Committee.



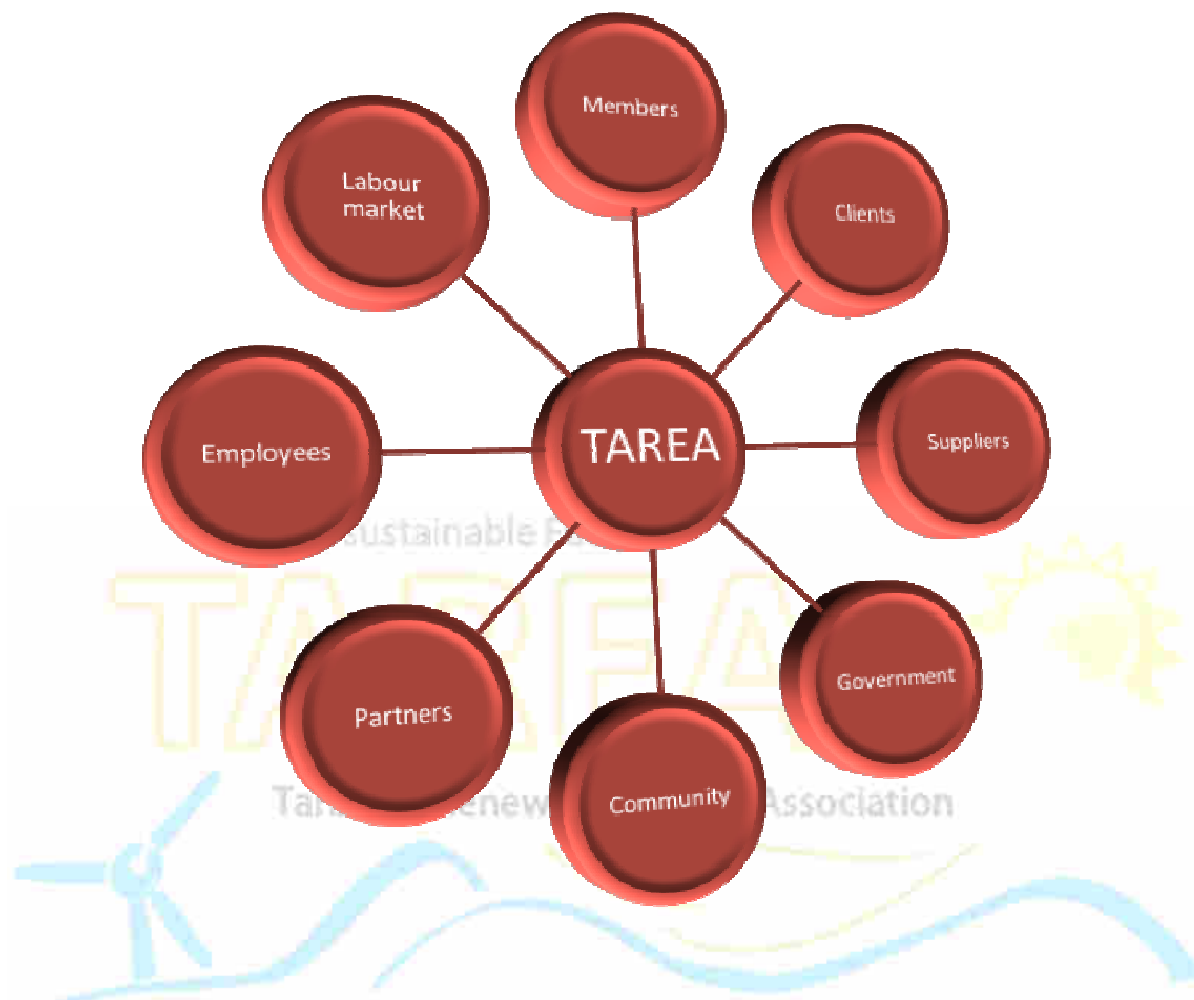
Appendix 1: SWOT Analysis

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 renewables in Tanzania • Commitment of Members & Executive Committee • Strong leadership • Good governance • Active Secretariat 	<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
<p>Opportunities</p> <ul style="list-style-type: none"> • Support from stakeholders (Government, donors) • 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 participation of other renewable energy 	<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 • Intention to reinstate Value Added Tax on solar and wind technologies

Appendix 2: Stakeholders

The following figure shows the investigative approach and an overview of TAREA's various stakeholders.



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

Clients	Government	
	VETA	
	Individual	houses
		companies
		dispensary
		dormitory
		teacher houses
	municipal	dispensary
		school
		healthcenter
	hospital	
religious groups	hospital	
	...	

Suppliers	Donors	volunteers
		finances
		recognition
	Members	service delivery
		building
	Service Providers	stationary
		office equipment
		hotelry
		transport
	Government	resources (REA)
	enabling environment	
	recognition	

Government	NEMC	
	TANESCO	
	EWURA	
	REA	
	LGA	
	TBS	
	MEM	
	Ministry	Tourism/ Agriculture
		Finance/ Science
		Water ...

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

Labour Market	job searchers
	employers

Employees	Current Secretariat public relations deputy Ex Secretary fund raiser accountant
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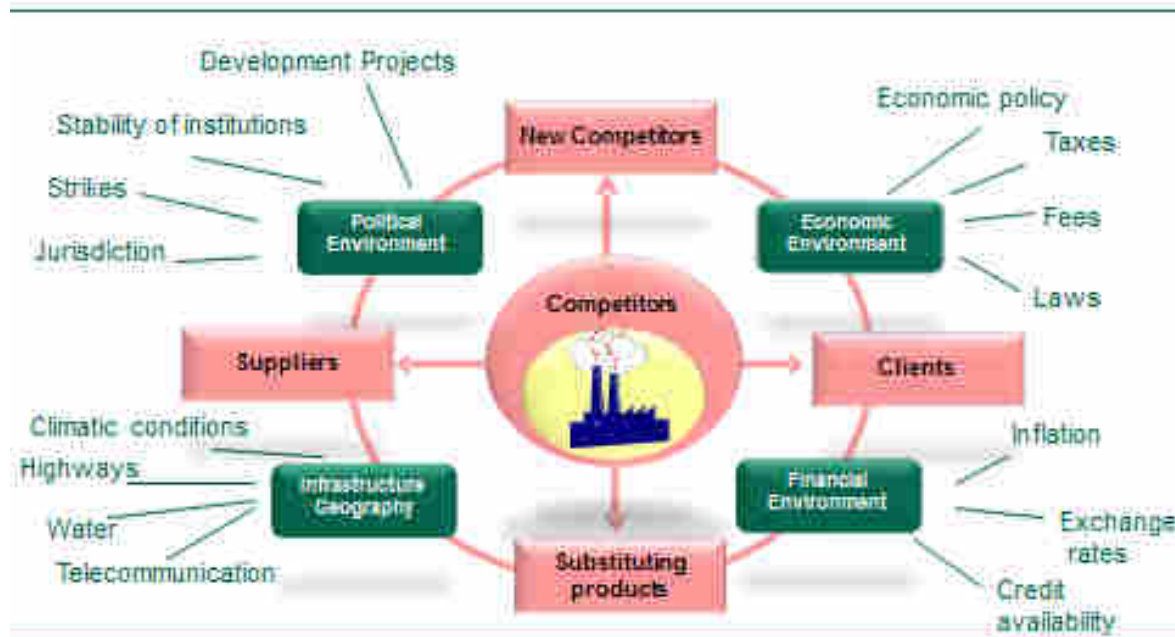
Partners	media academia government development partners NGOs private sector parastatal organisations government agencies	local/central NSSF etc. REA EWURA TBS
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Appendix 3: Organisational Environment

The following figure shows the investigative approach and an overview of TAREAs organisational 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. Prior to 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:

- Scheme of Service
- Consulting / Advisory Policy
- Staff rules and regulations – requires an exit procedure with staff

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

- Procurement and financial controls
- Occupational health and safety
- IT Policy
- Anti-corruption

By-laws:

- By-law on membership. This shall include a detailed description of each of the categories and sub-categories
- By-law on structures (including Branches)
- By-law on annual fees and subscription
- By-law on pro-rata annual fees and subscription for new members
- 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 The proposed Student Division Guideline is indicated below

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 have 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 implementation of the duties and responsibilities as spelled 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 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 centralised to the association headquarter.
- Reporting to Headquarters
- Secretary of the association shall report to the association headquarter

4.2 The proposed Branch Operational Guideline is indicated below

Introduction

- The purpose: Branches are responsible for member recruitment
- To realise the objective of association at the grass roots.

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 centralised to the association headquarter.
- Recruitment
- Branches will submit the membership status 6 months into the year
- Partnerships
Branches can form partnership with another groups 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 developing TAREA Strategic Plan 2014-19.

- Tanzania National Energy Policy, 2003
Section 3.2.4 Renewable Energy, Policy Statements 35-39
- Tanzania National Environmental Policy, 1997
Section 52 Energy, paragraphs (i) to (iv)
- Tanzania Five Year Development Plan 2011/2012-2015/2016
Section 3.3.4 Energy Sector
- Tanzania National Strategy for Growth and Reduction of Poverty II (MKUKUTA II) July, 2010
Goal 2, Section (ix)
- Tanzania Energy Sector Big Results Now, 2013
Priority
- East Africa Regional Strategy on Scaling-up Access to Modern Energy Services in the East African Community, January 2009
EAC Modern energy access targets by 2015
- Millenium Development goals by 2015
Goals 1, Goal 3, Goal 7 and Goal 8
- Sustainable Energy for All Initiative

Appendix 6: Workshop Attendees Morogoro 4-6 September, 2013

List of Participants to the workshop of Strategic Plan Review and Membership Service Business Planning in Morogoro 4-6 September, 2013

No	Name	Position	Sex	Location
Executive Committee				
1	Prof. John Geoffrey	Chairperson (Biomass, Solar- Professional Member)	M	Dar Es Salaam
2	Ms. Felistas Coutinho	Treasurer (Financing- Associate Member)	F	Dar Es Salaam
3	Eng. Matthew Matimbwi	Executive Secretary (Bio gas, solid biomass, Solar and Wind- Professional Member)	M	Dar Es Salaam
4	Mr. Alex Mutiganzi	Executive Committee Member (Solar- Corporate Member)	M	Dar Es Salaam
Advisory Committee				
5	Brenda Kazimili	Advisory Committee Secretary (Wind and Solar- Professional Member)	F	Dar Es Salaam
6	Cynthia Eliceus	Advisory Committee Member (Wind technology- Professional Member)	F	Dar Es Salaam
Consultants				
7	Dr. Klaus Winkler	Horizont3000- Facilitator (Strategic Plan-Midterm Review)	M	Dar Es Salaam
8	Eng. Prosper Magali	Professional Member undertaking studies under SIDA- Facilitator (Membership Service Business Planning)	M	Dar Es Salaam
Branches				
9	Eng. Livinus Manyanga	Chairperson-Northern Zone Branch (Solar, Biogas, Liquid and Solid Biomass, Training, Financing- Corporate Member)	M	Arusha
10	Jacob Ruhonyora	Executive Secretary- Lake Victoria Zone Branch (Biogas and Solid Biomass- Associate Member)	M	Mwanza
Members				
11	Lilian Mkony	Member (Biomass- Associate Member)	F	Arusha
12	Joseph Ngowi	Member (Student Member)	M	Dar Es Salaam
13	Elizeus Bashabula	Member (Solar Technician - Technician Member)	M	Bukoba
14	Johnson Mamba	Member (Steps Solar- Corporate Member)	M	Dar Es Salaam
15	Laurence Makheya	Member (Finance, Solar - Associate Member)	M	Mbeya

Appendix 7: Workshop Attendees Arusha 7 November, 2013

No	Name	Membership category	Sex	Location
1	Jim Elsworth	Professional	M	Arusha
2	Harold Yusuf Athuman	Associate	M	Manyara
3	Lilian Mkony	Associate	F	Arusha
4	Livinus Manyanga-KAKUTE	Corporate	M	Arusha
5	Charles Ephata Memusi	Professional	M	Arusha
6	Mary Silantoi-Mobisol	Corporate	F	Arusha
7	Frank Evans	Professional	M	Sanya Juu
8	Lucy Morewa	Technician	F	Arusha
9	Patrick Kivanda	Professional	M	Arusha
10	Bjarne Lausten -Kiwia&Lausten Ltd	Corporate	M	Karatu
11	Ephraimu Ngowi -Helvetic Solar	Corporate	M	Arusha
12	Jerome Kimaro	Professional	M	Arusha
13	Thomas Richard-Power Providers	Corporate	M	Arusha
14	Javes Sauni	Associate	M	Arusha

Appendix 8: Workshop Attendees Mwanza 30 November, 2013

No	Name	Membership category	Sex	Location
1	Amani Kichinda	Technician	M	Bunda
2	Joseph Mwanda	Professional	M	Mwanza
3	Mary Makinda	Associate	F	Mwanza
4	Medard Kachubo	Professional	M	Sengerema
5	Philbert Beyanga	Professional	M	Mwanza
6	Bellamin Majiba	Professional	M	Ngudu
7	Nassib Kapamba	Technician	M	Mwanza
8	Ngale Mapinda	Professional	M	Chato
9	Frank Magembe	Professional	M	Sengerema
10	Hussein Hamisi	Professional	M	Misungwi
11	Ellison Malyi-Davis&Shirliff	Corporate	M	Mwanza
12	Creaty Mnyanga	Professional	M	Musoma
13	Ngoma Ahmad Ngoma	Technician	M	Bunda
14	Justin Kamuruli	Technician	M	Bukoba
15	Joseph Samson	Technician	M	Mwanza
16	Peter Jacob	Technician	M	Mwanza
17	Abbas Munisi	Associate	M	Mwanza
18	Joseph Robert Tungu	Technician	M	Mwanza
19	David Nestroy Balyagati	Professional	M	Mwanza
20	Gervave Mponeja	Technician	M	Magu
21	Wendelin Balagaju	Technician	M	Mwanza
22	Delfinius Bashabi	Technician	M	Bukoba
23	Venance Mligo	Technician	M	Mwanza
24	Phinias Alloo	Technician	M	Bunda
25	Fausta Ntara	Associate	F	Mwanza
26	Jackson Justian	Technician	M	Mwanza
27	Joseph Lazaro	Technician	M	Mwanza
28	Selaphin Ephraim	Technician	M	Kishapu