



TaTEDO-SESO STRATEGIC PLAN 2026 – 2031

*Accelerating Tanzania's Inclusive Transition to
Sustainable Energy Services*



TaTEDO-Sustainable Energy Services Organization

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FOREWORD

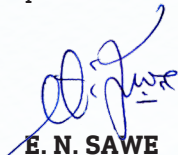
The TaTEDO-Sustainable Energy Services Organization (TaTEDO-SESO) has, over more than three decades, built a distinctive identity as Tanzania's foremost organization dedicated to sustainable modern energy access. From pioneering improved biomass cookstoves and rural mini-grids, to launching award-winning electric pressure cookers and driving the digital transformation of eCooking services, TaTEDO-SESO has consistently responded to the energy challenges of our time with innovation, partnership and commitment.

The global and national energy landscape has undergone profound transformation since our previous strategic plan was developed in 2022. Tanzania has adopted a National Clean Cooking Strategy, expanded electricity grid coverage, deepened its commitment to climate action through updated Nationally Determined Contributions, and positioned the energy sector as a pillar of national economic transformation. At the same time, digital technologies, carbon markets, climate finance mechanisms and inclusive enterprise models have opened entirely new pathways for the delivery of sustainable energy services.

This Strategic Plan for 2026–2031 is our institutional response to these changes. It builds on the solid foundation of our previous plan while making a decisive leap forward, repositioning TaTEDO-SESO not merely as an energy NGO or technology-promotion organization, but as a market transformation organization, a climate implementation actor, a social enterprise ecosystem builder and a centre of excellence for sustainable energy services.

The plan is organized around seven strategic pillars, each reflecting a domain in which TaTEDO-SESO is positioned to create transformative and lasting impact: Modern Energy Cooking Services; Sustainable Energy Enterprises and Market Development; Climate Finance, Carbon Markets and Digital MRV; Renewable Energy and Productive Use Systems; Policy, Research, Advocacy and Knowledge Leadership; Digital Innovation and Smart Energy Systems; and Institutional Sustainability and Resource Mobilization.

I extend my gratitude to our Board of Directors, staff, social enterprise partners, development partners and community beneficiaries whose vision and dedication have shaped this plan. We look forward to the next five years with confidence and ambition, and we welcome the partnership of government and development partners in its implementation.



E. N. SAWE

Chief Executive Officer

TaTEDO-Sustainable Energy Services Organization, May 2026

LIST OF ACRONYMS

AECF	: Africa Enterprise Challenge Fund
AfDB	: African Development Bank
AGM	: Annual General Meeting
AI	: Artificial Intelligence
B2B	: Business-to-Business
BCC	: Behaviour Change Communication
CAMARTEC	: Centre for Agricultural Mechanization and Rural Technology
CBO	: Community-Based Organization
CCAC	: Climate and Clean Air Coalition
CCAT	: Clean Cooking Alliance of Tanzania
CSR	: Corporate Social Responsibility
DiSEDC	: District Sustainable Energy Development Cluster
E3W	: Electric Three-Wheeler
EPC	: Electric Pressure Cooker
ESG	: Environmental, Social and Governance
EU	: European Union
EWURA	: Energy and Water Utilities Regulatory Authority
FCDO	: Foreign, Commonwealth and Development Office (UK)
GCF	: Green Climate Fund
GEF	: Global Environment Facility
GESI	: Gender Equality and Social Inclusion
GHG	: Greenhouse Gas
GIS	: Geographic Information Systems
INFORSE	: International Network for Sustainable Energy
IoT	: Internet of Things
KPI	: Key Performance Indicator
LGA	: Local Government Authority
LPG	: Liquefied Petroleum Gas
MECS	: Modern Energy Cooking Services
MFI	: Microfinance Institution
MoE	: Ministry of Energy

MoU	: Memorandum of Understanding
MRV	: Measurement, Reporting and Verification
NCCS	: National Clean Cooking Strategy
NDCs	: Nationally Determined Contributions
NGO	: Non-Governmental Organization
PAYG	: Pay-As-You-Go
PPP	: Public-Private Partnership
REA	: Rural Energy Agency
RETs	: Renewable Energy Technologies
RBF	: Results-Based Financing
RMS	: Resource Mobilisation Strategy
SDGs	: Sustainable Development Goals
SE4ALL	: Sustainable Energy for All
SESF	: Sustainable Energy Support Facility
SME	: Small and Medium Enterprise
SWOT	: Strengths, Weaknesses, Opportunities, Threats
TANGSEN	: Tanzania National Gender and Sustainable Energy Network
TANESCO	: Tanzania Electric Supply Company
TAREA	: Tanzania Renewable Energy Association
TaTEDO-SESO	: TaTEDO-Sustainable Energy Services Organization
ToR	: Terms of Reference
USAID	: United States Agency for International Development

EXECUTIVE SUMMARY

TaTEDO-Sustainable Energy Services Organization (TaTEDO-SESO) is a Tanzanian non-profit organization with over 35 years of experience in sustainable energy access, clean cooking, renewable energy, enterprise development, policy advocacy and environmental conservation. This Strategic Plan covers the period 2026–2031 and sets out how TaTEDO-SESO will scale its impact, deepen its contribution to national policy priorities, and build a more financially resilient institution.

Tanzania's energy transition has accelerated since TaTEDO-SESO's previous strategic plan (2022–2026). The Government has adopted a National Clean Cooking Strategy targeting universal access to clean cooking by 2034, expanded grid connectivity to more than half of all households and strengthened its climate commitments through updated Nationally Determined Contributions. These shifts create both an obligation and an opportunity for TaTEDO-SESO to increase the scale, speed and sophistication of its work, while opening new financing pathways through carbon markets, climate finance and digital innovation.

Strategic direction. The Plan repositions TaTEDO-SESO from a technology-promotion NGO into a market transformation organization, climate implementation actor, social enterprise ecosystem builder and regional centre of excellence. It is built around seven strategic pillars: (1) Modern Energy Cooking Services and Clean Cooking Transition; (2) Sustainable Energy Enterprises and Market Development; (3) Climate Finance, Carbon Markets and Digital MRV; (4) Renewable Energy and Productive Use Systems; (5) Policy, Research, Advocacy and Knowledge Leadership; (6) Digital Innovation and Smart Energy Systems; and (7) Institutional Sustainability and Resource Mobilization.

Implementation model. TaTEDO-SESO delivers these pillars through its social enterprises, CSOs and agents and a wider network of government, donor, financial sector and community partners.

Targets by 2031. TaTEDO-SESO aims to reach 500,000 beneficiaries with clean and electric cooking solutions, avoid 5,000 tonnes of CO₂-equivalent annually, secure USD 5 million in climate finance, grow combined social enterprise turnover to USD 3 million annually, and raise the share of internally generated revenue to 50 percent, supported by a new institutional endowment fund.

Investment requirement. Implementation of the Plan requires a total investment of approximately USD 9.56 million over five years (2026/27–2030/31), more than double the previous plan's USD 3.63 million, reflecting expanded scope, digital infrastructure investment, social enterprise scale-up and carbon programme development. TaTEDO-SESO will mobilise this investment through a blend of grants, concessional finance, carbon revenue, social enterprise income and commercial partnerships, progressively reducing donor dependency over the Plan period.

TaTEDO-SESO invites the Government of Tanzania, development partners and private investors to engage with this Plan as a framework for collaboration: a credible, evidence-based and accountable vehicle for accelerating Tanzania's transition to inclusive, sustainable energy services.

1.0 | BACKGROUND AND CONTEXT

1.1 The Energy Situation in Tanzania

Tanzania possesses extraordinary renewable energy potential, including abundant solar irradiation, biomass resources, hydropower, geothermal capacity, wind and natural gas. Yet despite significant progress in expanding grid connectivity, a large proportion of the population, particularly in rural and peri-urban areas, continues to depend on traditional biomass energy for cooking, heating and productive activities. Biomass-based fuels account for approximately 87% of the country's primary energy consumption, with associated health, environmental and gender burdens.

Between 2022 and 2026, Tanzania achieved notable advances in electricity access, with grid connectivity rising to more than 50% of households. The Government launched the National Clean Cooking Strategy (NCCS) as a landmark policy framework to accelerate the transition from solid fuels to clean cooking solutions. Peak electricity demand is projected to grow from approximately 1,600 MW in 2025 to over 5,000 MW by 2032, driven by urbanization, economic growth and the expanding productive use of electricity.

Electric cooking has emerged as a transformative opportunity, particularly for urban and peri-urban households connected to the grid. The convergence of rising grid access, falling appliance costs, digital payment systems and supportive regulatory frameworks has created conditions for mass-market adoption of electric pressure cookers and other energy-efficient cooking devices. Tanzania's eCooking market has grown significantly, with leading social enterprises, including SESCO, driving adoption.

Simultaneously, the integration of productive-use applications, digital energy services, climate finance and Internet of Things (IoT) monitoring has redefined what is possible in sustainable energy service delivery. TaTEDO-SESO enters this new strategic period with a unique portfolio of assets, relationships, technology partnerships and institutional credibility to contribute to Tanzania's sustainable energy transition.

1.2 The Energy Policy Landscape

i. National Clean Cooking Strategy (NCCS)

Tanzania's National Clean Cooking Strategy, developed in close collaboration with multiple stakeholders including TaTEDO-SESO, sets ambitious targets for transitioning households, institutions and enterprises from traditional biomass fuels to clean cooking solutions by 2034. The NCCS provides the

overarching policy framework within which TaTEDO-SESO's clean cooking programmes operate, including electric cooking, improved biomass stoves and LPG promotion.

ii. National Energy Policy (2015, under review)

The National Energy Policy is currently being revised to incorporate emerging priorities, including renewable energy scale-up, eCooking promotion, off-grid systems, productive use of energy, climate change mitigation, digital energy services and increased private-sector participation. TaTEDO-SESO has actively contributed to this revision process through advocacy, research and stakeholder engagement.

iii. Nationally Determined Contributions (NDCs) and Climate Action

Tanzania has updated its NDCs under the Paris Agreement, with ambitious targets for renewable energy deployment and emissions reduction in the energy, transport and land-use sectors. The energy-sector NDC targets create important policy demand for clean cooking, off-grid renewable energy and energy-efficiency interventions, all of which align with TaTEDO-SESO's strategic pillars. Carbon markets and results-based financing represent a growing opportunity to monetise the emissions reductions generated by TaTEDO-SESO's programmes.



iv. Sustainable Development Goals (SDGs)

SDG 7 (Affordable and Clean Energy), SDG 13 (Climate Action), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth) and SDG 11 (Sustainable Cities and Communities) remain central to TaTEDO-SESO's mandate. The integration of GESI frameworks, climate finance tools and digital systems in this Plan ensures continued alignment with the SDG agenda.

v. SE4ALL, MECS and Global Frameworks

Tanzania remains engaged with the Sustainable Energy for All (SE4ALL) initiative, the Modern Energy Cooking Services (MECS) programme, the Clean Cooking Alliance and INFORSE. TaTEDO-SESO serves as a key national and regional implementation partner for these frameworks, contributing to global knowledge on eCooking, carbon MRV, digital platforms and inclusive energy access.

1.3 Sustainable Energy Interventions: A New Landscape

The renewable and efficient-energy sector in Tanzania has evolved dramatically since 2022. Key shifts include the mainstreaming of electric cooking, the integration of digital platforms and IoT for energy monitoring, the emergence of structured carbon credit markets, the rapid growth of the electric mobility sector, and the increasing availability of climate finance instruments, including green bonds, result-based finance and blended finance mechanisms.

TaTEDO-SESO has contributed to, and benefited from, these trends through its work on SESCO's eCooking supply chain, its development of a Digital eCooking Intelligence Platform concept, its engagement with TANESCO on utility-enabled on-bill financing, and its research and advocacy on carbon MRV, gender inclusion and policy reform.



2.0 | TaTEDO-SUSTAINABLE ENERGY SERVICES ORGANIZATION

TaTEDO-Sustainable Energy Services Organization (TaTEDO-SESO) is a non-profit, mission-driven organization committed to facilitating inclusive access to sustainable energy services across Tanzania. Founded more than 35 years ago, TaTEDO-SESO has evolved from a technology-promotion NGO into a comprehensive market transformation organization, combining development programme delivery with a growing social enterprise ecosystem.

TaTEDO-SESO is headquartered in Dar es Salaam, with operational presence and partnerships across multiple regions, including Kilimanjaro, Arusha, Dodoma, Mwanza, Lindi, Mtwara and Zanzibar. The organization delivers its programmes through a cluster of social enterprises, networks and partnerships that together constitute one of Tanzania's most integrated sustainable energy service platforms.

2.1 Social Enterprises

TaTEDO-SESO collaborates with social enterprises, CSOs and agents that brings clean energy services to end-users on a commercially sustainable basis. Collaborating enterprises promotes biomass and clean cooking technologies, including electric pressure cookers (EPCs), electric three-wheelers (E3Ws), improved cook stoves and charcoal briquettes; and a fruit-processing and agro-value-addition ventures some are start-up, targeting a 2026 launch in solar drying and productive-use agro-processing services.

One of the social enterprises, SESCOM, holds a Global LEAP Award for its electric pressure cooker range and has built a growing network of sales agents and distribution channels nationally. Also, through different micro financial institutions, TaTEDO-SESO also facilitates financial support to low-income energy entrepreneurs and micro-enterprises, some generates further revenue through professional sustainable energy and environment consultancy services.

2.2 Networks, Alliances and Associations

TaTEDO-SESO maintains active participation in, and leadership of, key national and international networks, including the Tanzania National Gender and Sustainable Energy Network (TANGSEN), the Tanzania Renewable Energy Association (TAREEA), the Clean Cooking Alliance of Tanzania (CCAT), and the International Network for Sustainable Energy (INFORSE), for which TaTEDO-SESO serves as Regional Focal Point for East Africa and National Focal Point for Tanzania.

2.3 Technology and Digital Partners

A defining feature of TaTEDO-SESO's new strategic period is the deepening of strategic technology partnerships. Some digital enterprises serve as TaTEDO-SESO's digital platform development partner for the Digital eCooking Intelligence Platform, providing IoT device integration, customer data management and usage analytics. Some support Pay-As-You-Go (PAYG) technology transfer and digital financing system integration, enabling affordable, instalment-based access to clean cooking appliances. Together, these partnerships position TaTEDO-SESO at the frontier of data-driven, digitally enabled energy service delivery.

2.4 Awards and Recognition

TaTEDO-SESO and its social enterprises have received numerous national and international recognitions, including the Global LEAP Award for SESCO's electric pressure cooker, multiple Dar es Salaam International Trade Fair prizes across engineering, energy and services categories, UNDP best-practice recognition, and inclusion in the UN-Habitat global best-practices database.

3.0 | REVIEW OF THE PREVIOUS STRATEGIC PLAN (2022–2027)

3.1 Key Achievements

The 2022–2026 strategic plan was implemented during a period of significant change, both globally and within Tanzania's energy sector. Key achievements across the plan's functional areas include:

- **eCooking scale-up:** TaTEDO-SESO, in collaboration with SESCOM and its sales agent network, significantly expanded electric pressure cooker distribution, achieving over 112% of key sales targets in certain programme phases, with digital marketing reach extended to over 100,000 potential customers.
- **Digital platform development:** TaTEDO-SESO developed the concept and initial architecture of a Digital eCooking Intelligence Platform in partnership with ICT and digital companies positioning the organization for a new era of data-driven service delivery.
- **Social enterprises strengthening:** Some enterprises have made significant progress operationalizing TaTEDO-SESO's core commercial functions, broadened its product and service offer and emerging as the most commercially active and technically sophisticated component of the social enterprise ecosystem.
- **Policy engagement:** TaTEDO-SESO contributed substantively to the development of the National Clean Cooking Strategy and continued its engagement with EWURA, the Ministry of Energy, and Tanzania's NDC revision process.
- **Community mobilization:** TaTEDO-SESO maintained engagement with over 150 villages and District Sustainable Energy Development Clusters across Tanzania, delivering energy access, awareness and capacity-building programmes.
- **Resource mobilization:** Proposals were submitted to, and partially funded by, the EU, WWF, FCDO, WRI, UNDP and other bilateral and multilateral programmes, though revenue diversification remained a challenge.
- **Networking and advocacy:** TaTEDO-SESO maintained its regional and international network presence through INFORSE, MECS, SEF, CCAT, TAREA and SE4ALL, producing publications, conference contributions and policy briefs.

3.2 Lessons Learned and Challenges

Key lessons from the 2022–2026 period that inform the design of this new strategic plan include:

- Financial sustainability remains the most critical institutional challenge. The ratio of internally generated to donor-funded revenue must be systematically improved.
- Digital transformation and data-driven delivery are no longer optional; they are essential to competitive, scalable and measurable energy service provision.
- Social enterprise governance and commercial management capacity require continued strengthening to realize the full potential of business opportunities.



- Carbon markets and results-based financing represent a major, largely untapped revenue and impact-reporting opportunity that requires dedicated investment and capacity.
- GESI is not simply a compliance requirement but a strategic pathway to markets, funding and impact, particularly in clean cooking, enterprise development and productive use.
- Technology partnerships, particularly with digital Companies, have accelerated TaTEDO-SESO's digital capabilities and must be deepened.

4.0 | SITUATIONAL ANALYSIS

4.1 SWOT Analysis

STRENGTHS

- Over 35 years of sustainable energy sector experience.
- Proven track record in eCooking, mini-grids and renewable energy deployment.
- Strong social enterprise ecosystem and the sales agent network.
- Established partnerships with government, bilateral donors and international networks.
- Gender and social inclusion (GESI) mainstreaming expertise.
- Carbon MRV and digital monitoring capacity under development.

WEAKNESSES

- Heavy dependence on donor project funding.
- Limited working capital for social enterprise scale-up.
- Inadequate staffing for digital, financial and data systems.
- Underdeveloped internal M&E and impact-measurement infrastructure.
- Limited brand visibility and market presence beyond Dar es Salaam.
- NGO ownership structure requires careful positioning for commercial investment.

OPPORTUNITIES

- Tanzania National Clean Cooking Strategy (NCCS) implementation.
- Growing eCooking market and TANESCO on-bill financing potential.
- Expanding carbon credit and results-based financing markets in East Africa.
- Electric mobility (e-boda, E3W) integration with clean energy platforms.
- AfDB, AECF, FCDO, EU and GCF funding pipelines for clean energy.
- Digital platforms enabling customer data, remote monitoring and PAYG services.
- SE4ALL, MECS and GreenCook programme alignment.
- Growing institutional cooking sector (schools, health facilities, hotels).

THREATS

- Influx of cheap, low-quality imported electric cookers undercutting the market.
- Currency exchange rate volatility affecting import prices.
- Slow regulatory reform in EWURA and REA licensing processes.
- Shifting donor priorities and reduced ODA flows.
- Competition from larger commercial entities entering the clean cooking space.
- Limited consumer awareness and behavioral barriers to eCooking adoption.
- Climate shocks affecting community energy demand and willingness to pay.

4.2 Stakeholders Analysis

STAKEHOLDER	ROLE AND EXPECTATION
Government (MoE, REA, EWURA, TANESCO)	Policy guidance, licensing, regulatory compliance, on-bill financing facilitation.
Development Partners (FCD0, AfDB, EU, AECF, GCF, USAID)	Grant and concessional finance, technical assistance, programme co-investment.
Communities, Households and Institutions	Access to affordable, reliable and clean sustainable energy services.
Social Enterprises and Agents	Business growth, market expansion, technology access, institutional support.
Financial Institutions and MFIs	Loan products, PAYG financing, on-bill credit schemes, climate finance access.
Technology Partners ICT and AI	Digital platform development, IoT integration, data analytics, PAYG systems.
Women, Youth and Marginalized Groups	Gender-responsive energy access, enterprise development, livelihoods improvement.
Research and Academic Institutions	Evidence generation, technology validation, knowledge co-creation.
Regional and International Networks (INFORSE, MECS, SE4ALL)	Advocacy, learning exchange, international visibility, programme alignment.
Private Sector and Investors	Market co-investment, off-take agreements, corporate energy solutions.

5.0 | STRATEGIC PLAN 2026–2031

5.1 Rationale

The rationale for the 2026–2031 Strategic Plan rests on four interdependent imperatives. First, the pace of Tanzania's energy transition, accelerated by the NCCS, expanding grid connectivity and the eCooking revolution, demands that TaTEDO-SESO increase the scale, speed and sophistication of its interventions. Second, the emergence of climate finance, carbon markets and results-based mechanisms creates new revenue streams and accountability frameworks that TaTEDO-SESO is positioned to capture. Third, the digital transformation of energy service delivery, through IoT, AI, data analytics and PAYG platforms, requires TaTEDO-SESO to invest in technology capabilities and partnerships. Fourth, institutional financial sustainability can only be achieved through disciplined social enterprise development, diversified revenue generation and reduced donor dependency.

5.2 Focus of the New Strategic Plan (2026–2031)

The 2026–2031 Strategic Plan is built on the recognition that TaTEDO-SESO is no longer simply a sustainable energy NGO. It is becoming a market transformation organization, a clean cooking leader, a social enterprise ecosystem builder, a climate implementation actor, and a regional centre of excellence. The new Plan therefore:

- Positions TaTEDO-SESO as investment-oriented, climate-finance-ready and digitally enabled.
- Centres the eCooking revolution as the primary sector transformation opportunity.
- Integrates carbon markets, digital MRV and results-based financing as core programmatic elements.
- Strengthens social enterprises for commercial sustainability while maintaining social mission.
- Embeds GESI, youth entrepreneurship and inclusive market development throughout all pillars.
- Builds the knowledge, research and advocacy functions required of a regional centre of excellence.

6.0 | ORGANISATIONAL OVERVIEW

6.1 Vision

A country where all have access to sustainable energy services while conserving the environment, creating wealth, and combating climate change.

6.2 Mission

To facilitate and empower stakeholders to unlock barriers along the sustainable energy value chain by providing support services and fostering an enabling environment for enhanced access to sustainable energy services, for environmental conservation, wealth creation, and climate change mitigation and adaptation.

6.3 Core Values

- Passion and professional excellence in all we do.
- Commitment, teamwork and dedication to our mission and beneficiaries.
- Integrity, transparency and accountability in governance and resource use.
- Innovation and creativity in technology, business models and institutional development.
- Inclusivity: centering the needs of women, youth and marginalized communities.
- Sustainability: environmental, financial and institutional.

6.4 Strategic Pillars and Key Result Areas

TaTEDO-SESO's work for 2026–2031 is organized around seven Strategic Pillars, each representing a domain of high-priority, high-impact activity. These pillars replace the previous functional-area structure with more integrated, outcome-oriented architecture.

PILLAR 1:

Modern Energy Cooking Services (MECS) and Clean Cooking Transition

This pillar drives Tanzania's clean cooking transformation by scaling electric and clean cooking adoption across households, institutions and enterprises. Key focus areas include:

- Electric Pressure Cooker (EPC) market development and distribution scale-up.

- Institutional cooking solutions for schools, health facilities, hotels and commercial kitchens.
- Biomass transition through improved stoves and fuel switching, aligned with the NCCS.
- TANESCO on-bill financing, PAYG and Energy-as-a-Service models for eCooking access.
- Behaviour changes communication and consumer education campaigns.
- GESI-responsive clean cooking programme design and monitoring.

PILLAR 2:

Sustainable Energy Enterprises and Market Development

This pillar strengthens TaTEDO-SESO's social enterprise ecosystem for commercial sustainability and market impact. Key focus areas include:

- Social enterprise strengthening governance, working capital, product diversification (EPC, E3W, solar), market expansion.
- Biomass enterprise modernization: stove production efficiency, product quality, biomass-to-clean transition.
- Agro-based enterprise development: solar drying, agro-processing, cold chain, value chain linkages.
- SME incubation and women/youth enterprise development in the energy sector.
- Market systems development: distribution networks, sales agents, MFI linkages.
- Investment readiness: business plans, investor engagement, blended finance structuring.

PILLAR 3:

Climate Finance, Carbon Markets and Digital MRV

This pillar positions TaTEDO-SESO to access and generate climate finance while building digital measurement and reporting systems. Key focus areas include:

- Carbon credit programme design and registration for clean cooking, mini-grid and renewable energy projects.
- Results-based financing (RBF) programme development and management.

- Digital MRV systems using IoT sensors, smart meters and AI analytics for emissions accounting.
- Climate investment readiness: green bonds, GCF access, climate-smart enterprise financing.
- Reporting and certification aligned with Gold Standard, Verra and international frameworks.

PILLAR 4:

Renewable Energy and Productive Use Systems

This pillar expands access to renewable electricity for productive economic use. Key focus areas include:

- Mini-grid development, management and performance optimization.
- Solar home systems and productive-use appliance integration.
- Agro-processing solar drying, milling, pumping and cold chain energy systems.
- Rural enterprise energy access, linking energy access with economic productivity.
- Electric mobility (E3W) integration with clean energy platforms and distribution.

PILLAR 5:

Policy, Research, Advocacy and Knowledge Leadership

This pillar consolidates TaTEDO-SESO's role as a thought leader and national policy actor in the energy sector. Key focus areas include:

- Policy research, evidence generation and publication on clean cooking, eCooking, carbon markets and energy access.
- National policy dialogue, advocacy and contribution to government strategy development.
- Regional learning hub functions through the INFORSE East Africa Focal Point, MECS and SE4ALL.
- Data systems, energy statistics, impact measurement and knowledge management.
- Academic and research institution partnerships for evidence-based innovation.

PILLAR 6:

Digital Innovation and Smart Energy Systems

This pillar drives TaTEDO-SESO's transformation into a data-driven, digitally enabled organization. Key focus areas include:

- Digital eCooking Intelligence Platform: customer data, usage monitoring, remote diagnostics, AI-powered insights.
- Smart appliance integration and IoT device management.
- PAYG digital financing platforms developed.
- GIS mapping and spatial analytics for energy access planning and reporting.
- TANESCO utility integration for on-bill financing, smart meter data and grid-connected eCooking.
- Digital marketing, customer engagement and demand generation for clean energy products.

PILLAR 7:

Institutional Sustainability and Resource Mobilization

This pillar ensures TaTEDO-SESO's long-term financial health, governance quality and organizational capability. Key focus areas include:

- Diversified revenue: social enterprises, consultancy, carbon credits, grants, asset income, endowment
- Governance strengthening: Board capacity, risk management, compliance, Annual General Meeting effectiveness
- Human resource development: talent attraction, retention, capacity building, succession planning
- Resource mobilization strategy: proposal development, donor relationship management, investment partnerships
- Asset utilization and facility commercialization for supplementary income

7.0 | STRATEGIC MAP

The Strategic Map below illustrates how TaTEDO-SESO's seven strategic pillars address five prioritized critical issues in the organization's operating environment, and the strategic objectives that each pillar is expected to deliver.

Strategic Pillar	Improved Livelihoods	Market Transformation	Climate Action	Policy Influence	Financial Sustainability
Modern Energy Cooking Services (MECS)	✓	✓	✓	✓	✓
Sustainable Energy Enterprises & Market Development	✓	✓	✓	✓	✓
Climate Finance, Carbon Markets & Digital MRV		✓	✓	✓	✓
Renewable Energy & Productive Use Systems	✓	✓		✓	
Policy, Research, Advocacy & Knowledge Leadership	✓		✓	✓	✓
Digital Innovation & Smart Energy Systems	✓	✓	✓		✓
Institutional Sustainability & Resource Mobilization	✓	✓	✓	✓	✓

8.0 | RESULTS FRAMEWORK AND TARGETS

The following results framework summarizes the outcomes and measurable targets for each Strategic Pillar by 2031.

STRATEGIC PILLAR	OUTCOME	KEY TARGET BY 2031
Pillar 1: MECS & Clean Cooking	Households, institutions and enterprises adopt electric and clean cooking.	500,000 beneficiaries reached; 5,000 tonnes CO ₂ e avoided annually by 2031.
Pillar 2: Enterprises & Market Development	Thriving, financially sustainable energy enterprise ecosystem.	Social enterprises and agents achieve combined annual turnover of USD 3M by 2031.
Pillar 3: Climate Finance & Digital MRV	Climate finance mobilized and digital monitoring operational.	USD 5M carbon finance secured; IoT monitoring active across 10,000 devices by 2031.
Pillar 4: Renewable Energy & Productive Use	Expanded renewable energy access for productive use.	10 off-grid energy systems operational; 5,000 productive-use beneficiaries served by 2031.
Pillar 5: Policy, Research & Advocacy	Evidence-based policy and national energy planning strengthened.	10 policy briefs adopted; 5 national strategy contributions achieved by 2031.
Pillar 6: Digital Innovation	Smart, data-driven energy service delivery.	Digital eCooking Intelligence Platform live; 50,000 users tracked by 2031.
Pillar 7: Institutional Sustainability	Financially resilient, well-governed TaTEDO-SESO.	50% internally generated revenue; endowment fund established by 2031.

9.0 | IMPLEMENTATION STRATEGIES

9.1 Short-Term Strategies (2026–2028)

Immediate priorities for the first year of the plan include:

- Launch of the Digital eCooking Intelligence Platform in partnership with enterprises, with an initial 1,000 connected EPC users in Dar es Salaam.
- Strengthening of social enterprises ecosystem through a governance upgrade and investment-readiness package.
- Registration of TaTEDO-SESO's first carbon credit programme for clean cooking emissions reductions.
- Submission and award of at least three major grant proposals.
- Development of the TANESCO on-bill financing pilot for EPC access in urban grid-connected areas.
- Launch of the GESI Action Plan across all seven pillars, with baseline data collection.
- Establishment of the Institutional Sustainability Special Fund with initial seed capital.

9.2 Medium-Term Strategies (2028–2029)

Building on the foundation laid in the first phase:

- Scale the Digital eCooking Intelligence Platform to 50,000 connected users across Tanzania.
- Social enterprise to achieve commercial breakeven and begin generating surplus for reinvestment.
- Carbon credit programme generates first certified credits and revenue for reinvestment.
- Expand the institutional cooking programme to at least 200 schools, hospitals and hotels.
- Integrate the E3W fleet with eCooking distribution logistics in at least five regional centres.
- Formally establish the regional learning hub with INFORSE East Africa and MECS partnership.
- Operationalize agro-processing line with productive-use financing.

9.3 Long-Term Strategies (2029–2031)

By the end of the strategic plan period:

- TaTEDO-SESO recognized as Tanzania's leading market transformation institution for clean cooking and sustainable energy.
- 50% of TaTEDO-SESO's revenue derived from internally generated sources (social enterprises, carbon, consultancy, assets).
- Endowment fund established and operational.
- Digital platform covering 100,000+ eCooking users with full IoT monitoring and carbon MRV integration.
- Joint-venture energy investments in mini-grids, solar farms and productive-use systems generating income.
- TaTEDO-SESO serves as a national training and innovation hub for energy practitioners.



10.0 | BUDGET, FINANCING AND RESOURCE MOBILISATION

10.1 Financial Resource Requirements

The 2026–2031 Strategic Plan requires a total investment of approximately USD 9.56 million over five years. This is a significant increase from the previous plan's USD 3.63 million, reflecting TaTEDO-SESO's expanded scope, digital infrastructure investments, social enterprise scale-up, and carbon programme development. The indicative budget distribution across pillars and years is as follows:

PILLAR / FUNCTIONAL AREA	2026/27	2027/28	2028/29	2029/30	2030/31	TOTAL USD
Modern Energy Cooking Services.	312,000	374,000	416,000	458,000	520,000	2,080,000
Sustainable Energy Enterprises & Market Dev.	297,000	356,000	396,000	436,000	495,000	1,980,000
Climate Finance, Carbon Markets & Digital MRV.	200,000	239,000	266,000	293,000	332,000	1,330,000
Renewable Energy & Productive Use Systems.	225,000	270,000	300,000	330,000	375,000	1,500,000
Policy, Research, Advocacy & Knowledge.	100,000	121,000	134,000	147,000	168,000	670,000
Digital Innovation & Smart Energy Systems.	150,000	180,000	200,000	220,000	250,000	1,000,000
Institutional Sustainability & Resource Mob.	150,000	180,000	200,000	220,000	250,000	1,000,000
TOTAL (USD)	1,434,000	1,720,000	1,912,000	2,104,000	2,390,000	9,560,000

Note: Figures are indicative estimates and will be refined during annual planning cycles. Social enterprise revenue is expected to grow from approximately USD 0.5M in Year 1 to USD 2.5M in Year 5, contributing to total funding and reducing grant dependency over time.

10.2 Resource Mobilisation Strategy

Short-term (Years 1–2)

- Pursuing major grants from AECF, AfDB, FCDO, EU, GCF, USAID and Scandinavian bilateral donors.
- Activating the carbon credit programme for first verified emission reductions and revenues.
- Strengthening social enterprises commercial operations to grow revenue contribution.
- Developing TANESCO, CRDB, NMB and other partnership financing arrangements for eCooking access.
- Strengthening consultancy services with structured fee schedules and a client pipeline.

Medium-term (Years 3–4)

- Developing and marketing an investment prospectus for mini-grid, solar farm and productive-use joint ventures.
- Issuing green bonds or climate-linked instruments for eCooking and renewable energy scale-up.
- Establishing corporate partnerships for CSR energy investment in schools, health facilities and rural areas.
- Expanding the donor base to include South-South partners (India, China, Gulf states, Brazil).
- Operationalizing the endowment fund and beginning to build capital through surplus allocation and special campaigns.

Long-term (Year 5 and beyond)

- Achieving a 50% internal revenue ratio through mature social enterprises, carbon income and asset returns.
- Exploring capital market participation through social enterprise shares for institutional investors.
- Developing campus infrastructure for rental income and regional training centre hosting fees.
- Maintaining and growing the endowment to provide long-term organizational resilience.

11.0 | ORGANISATION STRUCTURE AND MANAGEMENT

TaTEDO-SESO will maintain a lean but strategically staffed organizational structure aligned with its two core operational pillars: Energy Access and Development, and Social Enterprise. These are supported by Corporate Services and digital/data infrastructure functions.

Governance is vested in the Annual General Meeting (AGM), the Board of Directors (including Finance/Audit, Governance, Resource Mobilization and Technical Committees) and the Chief Executive Officer. The CEO is responsible for day-to-day management and serves as Secretary to the Board.

New positions to be created or strengthened during this plan period include Digital and Data Manager, Climate Finance and Carbon Markets Specialist, Social Enterprise Commercial Director, Gender and Inclusion Coordinator, and Regional Partnerships Officer. These reflect the expanded technical ambitions of the 2026–2031 Plan.

TaTEDO-SESO will continue its practice of strategic outsourcing for non-core functions, leveraging its partner ecosystem for implementation at the local level through NGOs, CBOs, LGAs, MFIs and private-sector actors.



12.0 | IMPLEMENTATION APPROACH

12.1 Community and Market-Based Approaches

TaTEDO-SES0's implementation approach combines proven community mobilization methods with market-systems thinking. At the community level, participatory planning, demonstration, training and MFI linkage remain central. At the market level, the approach addresses barriers, enablers and drivers across the supply chain through enterprise development, agent networks, PAYG financing and digital platforms.

12.2 Gender Equality and Social Inclusion (GESI)

GESI is embedded across all seven strategic pillars. TaTEDO-SES0 will implement a comprehensive GESI Action Plan that includes gender-responsive product design, women and youth enterprise support, disaggregated data collection, gender-sensitive marketing and advocacy for inclusive energy policies.

12.3 Digital-First Service Delivery

The Digital eCooking Intelligence Platform represents a paradigm shift in TaTEDO-SES0's service delivery model. IoT-enabled monitoring, AI-powered customer insights, digital payment integration and remote diagnostics will allow TaTEDO-SES0 to serve customers at scale while generating the data required for carbon MRV, impact reporting and evidence-based advocacy.

12.4 Partnership and Ecosystem Approach

TaTEDO-SES0 does not work alone. Its implementation model relies on a carefully curated ecosystem of government partners, technology partners, financing partners, NGO and CBO implementers, academic institutions and private-sector actors. Formal partnership agreements, MoUs and joint-venture structures will be developed and maintained for all strategic partnerships during the plan period.

13.0 | MONITORING AND EVALUATION

13.1 M&E System Design

TaTEDO-SESO's M&E system for the 2026–2031 plan will be substantially strengthened relative to the previous period. A digital M&E platform will integrate project-level data, enterprise performance metrics, customer usage data from IoT devices, carbon MRV data and GESI indicators into a unified institutional dashboard. This will support real-time performance tracking, donor reporting, carbon certification and evidence-based decision-making.

13.2 Key Performance Indicators

Each strategic pillar will be monitored through a set of agreed Key Performance Indicators (KPIs), reviewed quarterly and reported annually. Indicative KPIs include:

- Number of households and institutions adopting clean cooking solutions (disaggregated by gender, geography, cooking technology)
- Tonnes of CO₂-equivalent avoided, certified and monetized through carbon programmes
- Number of mini-grid connections and productive-use enterprises served
- Number of policy briefs produced and national strategies influenced
- Digital platform users, IoT devices connected, data transactions processed
- Percentage of TaTEDO-SESO revenue from internally generated sources

13.3 Evaluation

Annual internal reviews will be complemented by mid-term and end-of-plan independent evaluations. External evaluators will assess relevance, efficiency, effectiveness, impact and sustainability against the Plan's targets. Lessons will be documented and applied to rolling annual work plans and the subsequent strategic plan.

14.0 | RISK AND RESILIENCE FRAMEWORK

TaTEDO-SESO's 2026–2031 plan is implemented within a risk environment that includes climate, financial, technological, political-economy and organizational risks. The following risk mitigation strategies are built into the plan:

RISK CATEGORY	MITIGATION STRATEGY
Climate Risks	Diversify programme geographies; embed climate resilience in community energy plans; use climate finance to build adaptive capacity
Donor Dependency	Accelerate social enterprise revenue; develop carbon income; build endowment; diversify donor base geographically
Currency and Inflation Risk	USD-denominated enterprise contracts where possible; import hedging strategies; local production scale-up
Technology Risk	Pilot and validate IoT/AI platforms before full-scale rollout; maintain technology partnerships with multiple providers; backup systems
Market Competition	Differentiate through GESI, digital services, carbon credentials and institutional trust; maintain quality certification
Political Economy Risks	Maintain strong government relationships; participate in national planning processes; comply with all regulatory requirements
Organizational Capacity Risk	Structured talent development, succession planning and competitive remuneration; outsource non-core functions strategically

15.0 | KEY ASSUMPTIONS

- Tanzania's National Clean Cooking Strategy will be actively implemented with government budget allocation and regulatory support.
- Grid electricity coverage will continue to expand, creating an expanding market for electric cooking in urban and peri-urban areas.
- International climate finance flows to Tanzania will grow, particularly through GCF, AfDB, EU and bilateral climate programmes.
- Carbon markets will continue to develop in Tanzania and East Africa, with an enabling regulatory framework for clean cooking carbon credits.
- TaTEDO-SESO's technology partners will remain operational and capable during the planned period.
- Key staff with institutional knowledge will be retained through competitive remuneration and career development opportunities.
- Political and macroeconomic stability in Tanzania will be maintained throughout the plan period.



ANNEX 1: STRATEGIC OBJECTIVES AND ACTIVITIES BY PILLAR

Pillar 1: Modern Energy Cooking Services (MECS) and Clean Cooking Transition

Strategy	Major Activities
1.1 Scale EPC Distribution	Expand enterprise and agent networks; develop institutional sales pipeline; integrate PAYG financing; optimize supply chain.
1.2 Institutional Cooking	Map institutional demand; develop B2B sales; establish service and maintenance contracts; integrate carbon credits.
1.3 Biomass Transition	Support improved stove production through enterprises and agents; design fuel-switching pathways; link with NCCS implementation.
1.4 Utility-Based Financing	Pilot TANESCO on-bill EPC financing; develop Energy-as-a-Service models; engage CRDB/NMB.
1.5 Behavior Change	Produce targeted BCC campaigns; engage community leaders and health workers; use digital media and radio.

Pillar 2: Sustainable Energy Enterprises and Market Development

Strategy	Major Activities
2.1 Social Enterprises Strengthening	Corporate governance review; working capital injection; product range expansion; regional expansion.
2.2 Biomass Enterprises Modernization	Production efficiency audit; quality certification; biomass-to-clean transition planning.
2.3 Agro-Based Enterprise Support	Business plan development; solar drying investment; agro-value chain partnerships; RBF integration.
2.4 SME and Enterprise Support	Women/youth enterprise incubation; BDS and EDS training; MFI linkage; peer learning networks
2.5 Investment Readiness	Investment prospectus development; investor matchmaking; blended finance structuring.

Pillar 3: Climate Finance, Carbon Markets and Digital MRV

Strategy	Major Activities
3.1 Carbon Programme Registration	Design programme; select standard (Gold Standard/Verra); baseline study; registration submission.
3.2 Digital MRV Systems	Deploy IoT sensors and smart meters; integrate with the Digital Platform; develop emissions accounting algorithms.
3.3 RBF Programme Development	Identify RBF funders; design payment-for-results structure; develop verification protocols.
3.4 Climate Investment Readiness	Develop green finance prospectus; engage GCF, AfDB; structure climate bonds or credit lines.

Pillar 4: Renewable Energy and Productive Use Systems

Strategy	Major Activities
4.1 Off-Grid electricity generation	Identify sites; mobilize finance; install and commission; train local operators; integrate IoT monitoring.
4.2 Solar Productive Use	Deploy solar drying, milling and pumping systems; link with local agro-enterprises.
4.3 E3W Integration	Coordinate with enterprises on the E3W programme; link E3W logistics with EPC distribution; explore charging infrastructure.
4.4 Off-Grid Systems	Solar home systems for rural households; institutional solar for schools and health posts.

Pillar 5: Policy, Research, Advocacy and Knowledge Leadership

Strategy	Major Activities
5.1 Policy Research and Evidence	Annual State of eCooking report; clean cooking market studies; carbon market readiness analysis.
5.2 National Advocacy	Participation in MoE, REA, EWURA processes; NCCS implementation monitoring; NDC advocacy.
5.3 Regional Knowledge Hub	INFORSE East Africa coordination; MECS learning node; regional workshops and publications.
5.4 Data Systems	TaTEDO-SESO energy statistics database; GIS mapping; open data publication; MECS data sharing.

Pillar 6: Digital Innovation and Smart Energy Systems

Strategy	Major Activities
6.1 Digital eCooking Platform	Platform development; 1,000-user pilot; 50,000-user scale; IoT integration
6.2 PAYG and Digital Financing	PAYG integration; mobile money linkage; credit scoring from usage data
6.3 TANESCO Integration	On-bill financing pilot; smart meter data access; grid-connected eCooking data dashboard
6.4 GIS and Analytics	GIS mapping of energy access gaps; market segmentation analytics; spatial reporting for donors
6.5 Digital Marketing	Social media campaigns; influencer partnerships; WhatsApp community management; online sales

Pillar 7: Institutional Sustainability and Resource Mobilization

Strategy	Major Activities
7.1 Revenue Diversification	Business modelling for each revenue stream; social enterprise commercial plans; carbon income targets
7.2 Governance Strengthening	Board skills audit; Committee ToR reviews; AGM process improvement; legal compliance audit
7.3 Human Resource Development	Staff competency framework; training calendar; recruitment of digital, commercial and climate specialists
7.4 Resource Mobilization	Donor intelligence system; proposal development pipeline; relationship management for 20+ funders
7.5 Endowment Development	Endowment policy; founding contribution; annual allocation rule; investment governance
7.6 Asset Utilization	Workshop rental; training centre income; land development feasibility; facility commercialization



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