Dear friends,

This little book is your indispensable companion to Tanzania’s first Energy Safari. It covers information about the programme, your coaches and facilitators and offers suggested readings to help you on your Energy Safari.

This is the third time that Hivos is involved in organizing a Safari. We’ve done it in Amsterdam, Nairobi, and now it’s time for Dar es Salaam. In Swahili, ‘safari’ means ‘long journey’. Six days is not exactly a long journey, but it might feel like that when you see where you will start and where you end up at the end of the week! We have partnered with the International Institute for Environment and Development (IIED) and the Buni Hub, to design an exciting programme for you and to guide you along the way. The Safari will harbor 30 participants, 3 main facilitators, 5 coaches, and 2 additional Buni team members.

As participants, you will be split into five smaller groups, each working on its own ‘case’. Every group gets assigned a coach, that will guide you through different steps, starting with thorough problem analysis, moving to idea networking and prototyping, and finally to the first contours of a solution. We are looking forward to embark on this trip with you!

1A lot of credits go to our friends and colleagues at Kennisland, a social innovation do/think-thank in Amsterdam who first came up with the concept of the Safari. Their website is a rich source on social innovation, labs, and the likes: https://www.kl.nl/en/.
Dar es Salaam is one of the world’s fastest growing cities. Reliable and affordable energy systems, available to citizens and businesses, are crucial for its development. However, the vast majority of residents experience a more sobering reality characterized by frequent black-outs, expensive, dirty supply (through diesel generators and charcoal), and often, no access to energy at all. Why is this so? How can citizens, civil servants and entrepreneurs in the fast growing suburbs of Dar es Salaam transform their energy system to power their lives and businesses?

We could try to find answers to these questions by studying policy papers, through workshops with key stakeholders or by listening to experts. We might do some of these things, but with this Safari we are going a few steps further.

- We are going to look at very concrete cases and challenges where they enter the daily life of Tanzanian citizens and entrepreneurs. We will start with stories and experiences in the field and work our way ‘up’ from there.

- We will work in multidisciplinary teams. By mixing different ways of understanding and analyzing problems, we assume that we can deepen our understanding and find better solutions. Few of us are energy experts, but we take that as a strength and work with curiosity and common sense.

- In a Safari, your own learning is as important as the solutions we are looking for. The more and better we learn, the higher the likelihood that new ideas emerge. And ideas are not enough. Throughout this week, we’ll take the chance to prototype possible solutions among the people that need to benefit from them.

- By doing all these things in an unrealistically short timeframe, we hope to offer a rich and intense learning experience, with unexpected results. From previous experiences, we know that Safari’s are not for the fainthearted. The pace will be high. The process and the team dynamics will be intense. That’s why coaches will accompany your team on your journey.

- And had we already mentioned that you’re supposed to have fun?!
We have organized this Safari because:

1. **We want to better understand Tanzania’s energy challenges and how they can be met.**

2. **We want to bring bright and creative minds together in a community of innovation that lasts beyond this Safari.**

3. **We want to help develop collective problem-solving capabilities and skills, in the field of energy and beyond.**
Box 1:

What are your objectives? Good to keep these in mind throughout the week!
The concepts below will feature frequently throughout the week. So here’s what we mean by them.

**Wicked problems:** The world’s most pressing social and environmental challenges are often referred to as ‘wicked’ or complex problems. This implies that these problems are generated by a web of interdependent causes and therefore also harbor a range of possible solutions. To make things more complicated, our problem solving efforts often become part of the very problems we want to solve. The challenge with solutions is that we will only find out if they will work, by applying them in practice. That is why we put much emphasis on prototyping and experimentation. Throughout the world, more and more people are coming to the realization that the age of top-down planning and expert knowledge is coming to an end. We have to learn to work with emergence, to fail and learn faster and to bring different ‘knowledges’ together for better solutions. Safaris are one example of exploring how this can be done. We’ve tried it in Amsterdam, Nairobi and learned. And now it’s time to try it in Dar!

**Social innovation:** is about generating new ideas and approaches that have the potential to resolve social, cultural, economic and environmental challenges for the benefit of people and planet. More than ever, we need to bring different minds and skills together: different sectors and disciplines, different cultures and different ages. As energy challenges involve technical, political, economic and social aspects, we very explicitly focus on participants from a range of backgrounds. In our problem cases, we want to bring together software developers with engineers, entrepreneurs, political scientists, social scientists, activists and more. We hope ‘the techies’ can learn from the business-minded, or the politically inclined, and in turn, entrepreneurship students can gain hands-on experience in the field and enter into relationships with ‘makers’.

**Energy Transitions:** Our global energy systems are in transition: from centralised production based on fossil fuels towards more decentralised (and interdependent) energy systems. Depleting reserves, much more cost-effective renewable energy solutions and strict climate policies have created strong pressure to reduce fossil fuel usage. Business models based on large-scale production are being challenged by new, decentralised renewable energy production by and for consumers. This trend of more decentralized energy solutions is not solely taking place in Europe and in the northern hemisphere, but also in the global south. Research shows that especially in the South, decentralised renewable energy technologies lead to improved and better access to energy services because of its off-grid character. They support green growth while reducing harmful climate impact. This surge in interest is reflected in the growth of many solar home companies. However, for the majority of ordinary citizens, there is very little change at all: grid connections, if available, are faulty. Alternatives are expensive and dirty (diesel generators), sometimes with questionable quality standards. And there is very little influence on how energy is generated, delivered, priced and paid for. So the need for a transition is apparent – the question is how we can push this transition into a direction that is green and that takes into account the needs of the energy end-user; you.
THE PROCESS

Sunday 23/8
Getting to know each other & the context

Monday 24/8
Energy transitions, team-building, case briefings

Tuesday 25/8
Understanding, analysing and reframing problems

Wednesday 26/8
envisioning and designing possible solutions

Thursday 27/8
Prototyping, learning and refining solutions

Friday 28/8
Pitching, presenting and documenting learnings
The process we have in mind roughly covers the following 6 steps. A detailed programme will be available upon your arrival.

**Step 1: Getting to know each other**

We will meet on Sunday 23/8 at Buni, to get to know each other and to exchange expectations and information about the Safari. We will share the social innovation process we will follow throughout the week. You will also meet the facilitators, coaches and the organizing institutions.

**Step 2: Context, Methods, Cases**

On Monday 24/8, we will start with a briefing to get us all on the same page. We have asked energy experts to tell us about the ins- and outs of energy transitions in Tanzania and expect of course to hear from you too. We will also go through some of the key methodologies we use in the first few days: wicked problem analysis, innovation processes, and other approaches to systems change. We will do team building and send you off for a first exploration of your cases in and around Dar. First impressions are shared over a group dinner at the Hotel.

**Step 3: Problem analysis**

On Tuesday 25/8, we may start with a little bit of theory on problem analysis and then get you back to your cases as soon as possible. This is a day of exploration and immersion, where you will be interviewing citizens, gathering perspectives, consulting with experts where necessary. Mostly however, you will be relying on your common sense and on your team mates to try and understand the problems behind the problems, their causes and, very cautiously, potential ways forward.

**Step 4: Solutions**

On Wednesday 26/8, we will morph from problem analysis into solution mode. Solutions may be very concrete and tangible, but more likely it’s about finding new perspectives and directions that put challenges in a different light and enable alternative futures. There is a creative part to this day: we will deal with out of the box thinking and different kind of brainstorming techniques. And then there is the tough side: assessment of potential solutions in terms of viability, sustainability and so on.
**Step 5: experimentation and prototyping**

On Thursday 27/8, we will address potentially the most challenging part of the Safari – finding ways to test possible solutions with the people who stand to benefit most from them. This is the phase of prototyping where we have to find ways to make testing models of our potential solutions and explore if they are of any use in practice. It will be a day of sweating, failing and retesting until we are reasonably certain that we’re on the right track.

**Step 6: Pitching, documenting and learning**

On Friday 28/8, we will resurface, but our safari is not over yet. It is time to wrap up our processes, package the highlights, findings and solutions into a compelling pitch and present the results to each other and to a panel of outsiders. We will then jointly reflect upon our collective experiences, discuss future steps and, for those who are still standing, end with a party to celebrate our homecoming.
Remko Berkhout

I work as a process-facilitator and advisor with activists and institutions aspiring systemic change. My passion is to enable learning, innovation and collaboration to enlarge impact. I developed my main body of practice working as a manager and advisor to local and international development NGOs in Bangladesh, India and Mozambique. From 2009 onwards I led the Civic Explorations programme at Hivos, where one of our main objectives was to develop a social innovation strategy and to build up a social innovation practice. This included a lot of work on labs and new social innovation methodologies.

Now based in Austria, I continue to support Hivos and a small group of other partners on innovation, learning and programme development. I accompany teams and organizations as a critical friend, co-design programmes, broker partnerships and facilitate learning experiences. I am a big believer in common sense, the potential of ordinary people to achieve special things together and importance of rooting or work in the life world of citizens and their everyday challenges and ideas.

Felie Boerwinkel

I work at Hivos in The Hague, The Netherlands. In my capacity as Project Officer Knowledge and Innovation, I have been involved in the setup of our Energy Change Lab, an experimental programme looking at ways to involve citizens in shaping their future energy systems. In my role, I try to bring in elements of experimentation, probing my colleagues to test out small interventions that, even if they fail, can foster much learning for the future. During the Safari, I will be your annoying friend, pushing you out of the box where I feel we are playing too safe.

The energy field is not my natural playing field, as I have a background in conflict studies and human rights. In the past years, I have worked on a broad scala of issues, ranging from refugee care in the Netherlands to democratization processes in the Middle East. My work and private life passions coincide, as I get energized from indulging myself in other life worlds – by means of reading, watching documentaries and, above all, by means of traveling. I am thrilled to be in Tanzania for the Safari and am looking forward to explore Dar’s energy issues with you!
Jumanne Mtambalike

I am an entrepreneur and technology enthusiast, currently working as Hub Manager of Buni Hub. Next to this, I am a technology blogger, ICT expert, technology entrepreneur and community reformer. I founded an online digital magazine that covers African technology: techboxafrica.com, previously known as tech360magazine.com, and are building my startup, TechBox Africa.

At Buni, I established a mini fabrication laboratory, implemented the first e-waste 3D printer in East Africa and together with my colleagues developed four programs that keep the hub alive. Previously, I received an honorary award from her excellency ambassador of Finland to Tanzania as the best individual achievement in Africa Leadership in ICT programme organized by the GeSCI, the NGO founded by United Nations ICT task force. In 2009, I won the National Cybersecurity Award in Bangalore, India, where I acted as president of the Tanzania students association for two years. Before joining Buni in early 2013, I founded a startup called GreenTech 2010 and worked as a Data Analyst at the Tanzania Port Authority.

Maryam Mgonja

I am an ICT enthusiast with a background in Journalism and Mass Communication. I currently work at Buni Hub, playing different roles, including organizing Technology events on a monthly basis at the Hub. Having a passion for being part of a positive change in society, I am also working with a group of four technical personnel to solve water leakage issues in Dar es Salaam by producing smart meters that will detect whenever there is leakage from either theft or broken pipe.

At Buni, I co-pioneered Buni Divaz, a ladies community at Buni hub encouraging ladies to participate in technology entrepreneurship. However, in being a living testimony to the startups at the hub, I am also working as a co-founder on my own startup, known as TechBox, while being a presenter of that technology TV show.
Maimuna Kabatesi

I am the Advocacy Officer for Climate and Energy at the Hivos Regional Office in East Africa. I work with partners and on my own in Kenya, Tanzania and Uganda. I am very interested in environmental issues and I have been working in the environmental sector professionally for several years. Currently, my focus is of course on renewable energy and the interaction between different nexus issues in this sector is really fascinating to explore. I’m looking forward to interacting with you and learning from you all this week!

Latif Amars

I am interested in exploring the intersection between technology and sustainability. I am especially intrigued by sustainability transitions in developing countries in the context of climate change and how they can be managed to ensure meaningful development gains for people in poverty who are most affected.

I have work experience on climate change issues in Tanzania and internationally. Currently, I am working with Hivos and IIED to help set-up the energy change lab in Tanzania. I am curious to find out what ideas will surface during the Safari and how they can be used to support the lab work.

Ahad Katera

I am passionate to see change happen. I believe that ordinary people can do extraordinary things. Over time this has made me see that where there is a will there is a way and change making begins with yourself. So am an industrial engineer and an entrepreneur at the same time. I am a co-founder of Guavay, a bio-technology start-up that deals with the conversion of bio-waste into organic fertilizer. Apart from that I have worked on different entrepreneurship projects with local and international organisations.

To me, energy is more than the bills we pay, the lights we switch on and off and the stove we cook on; it’s about the way energy affects us all and how it could drive our country’s economy. I am looking forward to an amazing week at the Energy Safari that will not only be a reflection but a journey towards sustainable change.
Basil O.

I’m a philanthropist and a champion for social justice with a will to change lives of marginalized and vulnerable persons in the society in every possible way, my involvement and role in the Energy Safari solidates my mission to be part of change that I want to see in one of Africa’s fastest growing economies.

I am Buni Hub’s Communication Lead with a half-decade progressive experience in Communication, Production and Project management. I’m passionate about science, technology, art and social service programs having provided management and project coordination services in various organizations and companies in East Africa.

I’m looking forward to the Energy Safari because it will bind us together, make us creative and innovative but most importantly we will be on a Safari like no other; not sky diving, skiing or sightseeing but seeking solutions to Energy problems we face daily, where else would you find a Safari like this one brought to you by Hivos, IIED and Buni Hub? See you there...

Musa Kamata

Being a typical Project Management expert and business entrepreneur, I have deeproots in ICT. I received a BA in Project Planning, Management and Community Development from the University of Dodoma. For three years, I did project management in different projects and socio-economic empowerment programs. Currently, I am the Operations Lead at Buni Hub, COSTECH, where I manage operations, user policy, resources management, communication and planning. I also work at TechBox Africa, managing and leading the project team, monitoring project progress and performance. Next to that, I am part of the start-up called Daftari Pay, which empowers SMEs and promotes financial inclusion, making more Tanzanians to become bankable hence encouraging economic growth. I worked as World Bank consultant in Tanzania on implementing the energy efficient project, Negawatt Challenge.
Each team will have the luxury of a personal coach. Jumanne, Maryam, Maimuna, Latif and Ahad will accompany your team throughout the Safari.

What can you expect from your coach?

**Process guidance:** your coach will ensure that you will be able to go through all stages of the Safari in a way that is flexible and ensures you come out with learnings and results.

**Team building:** trust us, it’s going to be an intense process and your team will find itself stretched and in disagreement. Your coach will help you to make differences productive and to prevent conflicts from becoming unproductive.

**Practical guidance:** there is a very practical side to this Safari: your coach will help you to get your transport straight, arrive at meetings on time and make sure that nobody gets lost in the process. Your coach is also your first point of reference and link to the lead facilitators, for any personal inconvenience you may encounter during the week.

**Critical feedback:** just when you think that you’ve sorted it all out, your coach will play the devil’s advocate role to ensure that you go just a little bit farther and come up with even better ideas.

Your coach is **not** your boss. We are our own bosses this week and will have to find ways to work together as teams in a way that includes all our talents, leaves no one behind and delivers good insights, ideas and solutions!
Below some inspirational reading. We do not expect from you to read it all in depth, it is mere inspiration and gives you some background during the Safari. Furthermore, it tries to explain where we come from. Triggered by something you have read? You can always email Felia at 'fboerwinkel@hivos.org' to ask for other related articles.

1. Systems Change


Wicked problems – a short animated video by Hivos and Kennisland: https://www.youtube.com/watch?v=HrWbicvDLPw

2. Social innovation techniques


NESTA, development impact and you, a toolkit: http://diytoolkit.org/

3. Energy transitions and energy in Tanzania


IIED’s extensive research on energy issues: http://www.iied.org/energy.

And more on global energy innovations: http://ssir.org/topics/category/energy.

ENERGY SAFARI
We want to create a buzz during the Safari! If you have Twitter, Instagram or Facebook, please use the hashtag #energysafari

Our organisation’s Twitter accounts are:

@Hivos (Hivos global) and @hivosroea (Hivos East Africa)
@BuniHub
@IIED

Logistics

We will send you a more detailed programme in the week before the Safari, or hand it out to you on the first day. For now, some core dates, times and other logistical details:

.Timeout of the Safari: Sunday 23 August. Gather at the Buni Hub at 2pm. Bring luggage to get you through the rest of the week!

End of the Safari: Friday 28 August, around 6pm at Buni Hub

Hotel - We will stay at the BeachComber hotel from Sunday to Friday. Address: Jangwani Beach, Po BOX 4868, Dar es Salaam. Tel: 022 264 7772, http://www.beachcomber.co.tz/.

We have said this before and stress it one more time: the Safari is full time! We have a day and evening programme, which all participants are required to follow. Please contact us in time before the start of the Safari, if you see a problem arise.
The Energy Change Lab

The Safari is an initiative by the Energy Change Lab, a programme of Hivos and IIED. The lab will be a multi-stakeholder space where experts and practitioners can come together to develop solutions for an inclusive and sustainable energy transition in Tanzania. The role of the lab will be to facilitate exploration, exchange, scenario-building and experimentation. It will involve non-governmental organisations, the private sector, government and academic institutions. Its aim is to facilitate an environment for jobs and business opportunities, and to improve energy access and security for all Tanzanians. At a global level, the lab will link to other initiatives and aims to inspire innovators as well as international policy forums.

Hivos – www.hivos.org

Hivos is an international organisation that seeks new solutions to persistent global issues. With smart projects in the right places, we oppose discrimination, inequality, abuse of power and the unsustainable use of our planet’s resources. Counterbalance alone, however, is not enough. Our primary focus is achieving structural change. This is why we cooperate with innovative businesses, citizens and their organisations. We share a dream with them of sustainable economies and inclusive societies.

Hivos runs a Renewable Energy programme that focuses on promoting SE4ALL at national level, as well as projects that focus on people without access to modern forms of energy. Hivos and its partners seek to demonstrate that renewable energy is not a pipe dream or an alternative, but simply the best choice. We do that by making simple, smart and clean technologies like bio digesters and efficient wood cook stoves accessible to poor people in remote areas, and we also do that by engaging with stakeholders at the local, national and regional levels.

Buni – www.buni.or.tz

Buni Hub is the first Innovation space to be established in Tanzania. Based in the country’s capital Dar es Salaam, Buni has a reputable record of nurturing and mentoring some of the best startup brands in Tanzania such as Soka App, Agrinfo, Time-Tickets among others.

Buni Hub imparts business centred employable hands on skills and knowledge to youths who are determined to distinguish themselves from the ordinary employee and/or entrepreneurs who aspire to be different from the average entrepreneur with little to no strategic business development skills. Buni Hub’s contribution to the local innovation ecosystem is supported by 4 core programs namely; the Buni Internship Program, the Buni Mentoring program (Pre-Incubation Program), the Buni Communities Program and the Buni Fabrication Laboratory.
IIED is one of the world’s most influential international development and environment policy research organisations. Founded in 1971 by economist Barbara Ward, who forged the concept and cause of sustainable development, IIED works with partners on five continents. We contribute to many international policy processes and frameworks, including the Intergovernmental Panel on Climate Change, the Millennium Ecosystem Assessment and the UN conventions on climate change and biological diversity.

IIED carries out research, advice and advocacy work. We carry out action research — generating robust evidence and know-how that is informed by a practical perspective acquired through hands-on research with grassroots partners — and we publish in journals and maintain high research standards. We advise government, business and development agencies, and we argue for changes in public policy. We focus on bottom-up solutions, stay open to flexible, adaptable solutions and are marked by a tradition of challenging conventional wisdom through original thinking.
Dar es Salaam is one of the world’s fastest growing cities. Reliable and affordable energy systems, available to citizens and businesses, are crucial for its development. However, the vast majority of residents experience a more sobering reality characterized by frequent black-outs, expensive, dirty supply (through diesel generators and charcoal), and often, no access to energy at all.

Why is this so? How can citizens, civil servants and entrepreneurs in the fast growing suburbs of Dar es Salaam transform their energy system to power their lives and businesses?

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