



**Sustainable Energy Access Forum-Kenya (SEAF-K)**

# **SEAF-K GAP ANALYSIS AND MEMBERSHIP ENGAGEMENT FRAMEWORK**

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## **ASSIGNMENT TO ASSESS MEMBERS' CAPACITY NEEDS AND DEVELOP AN ENGAGEMENT FRAMEWORK.**

### **Summary**

- Background Information
- Nature of assignment and objectives
- Methodology
- Review of SEAF-K Members' Database
- Data Collection and Analysis
- Summary of Findings
- Development of Engagement Framework
- Roadmap/Rollout for Implementation of EF

### **Background Information**

The Sustainable Energy Access Forum is a national network of CSOs, private sector, development partners, individuals and vendors who advocate for access and use of clean, affordable and modern energy services and products. SEAF-K delivers her mandate through four thematic working groups which include Research and Development, Membership Outreach and Capacity Building, Information and Communication, and Governance.

SEAF-K forum aims to address the limited level of multi-stakeholder engagement by using a holistic approach that brings together all the stakeholders in the energy sector and to provide a platform for addressing the various challenges encountered in the

sector. SEAF-K believes that once sustainable energy solutions are provided with a joint thrust through sufficient policy, financial, technological and institutional support frameworks, Kenya can secure a sustainable pathway towards access to modern energy services for all.

The overall vision of SEAF-K is “have all Kenyans have total energy access to clean and sustainable energy services”; and the strategic objective of MECAP is “enhanced capacity of energy access actors at all levels to develop a sustainable clean energy market”.

In its current 2019/2020 plan (see annex), MECAP has identified three specific outputs namely (1) Strengthened SEAF-K to achieve its mandate, (2) Strong member organizations and (3) Strengthened stakeholder engagement in the energy value chain.

In 2019, MECAP focused on membership recruitment and used conferences, workshops and general outreach to bring new members to SEAF-K. In the process more than 30 members were recruited with the goal to create a sustainable market orientation that will contribute towards fulfillment of the overall SEAF-K vision.

At the 2019 AGM, MECAP members met at the WGs side sessions and agreed on the next activities to undertake in 2020. Two activities were agreed upon namely (1) Continued membership drive and resource mobilization and (2) Capacity needs assessment and awareness creation.

In attempt to follow up with members’ resolution, the conveners of MECAP propose a set of activities which aim at laying solid ground for future members’ engagement, and which will input into development of SEAF-K strategic plan.

### **Nature of assignment and objectives**

The mandate of MECAP within SEAF-K outreach strategy, apart from building a strong membership base, also entails assisting the member organizations to build their capacities in their various portfolios especially that aim to promote energy access to enhance community development and enrich the national energy mix. From experience, many Business Member Organizations or even advocacy CSO networks do not have established mechanisms for horizontal communication with good effective feedback.

In the post Corona period, interaction between any organization and its membership have become even more challenging given that approach to work has become more virtual and with more social distancing. Physical conferences, workshops and meetings will not resume to any large extent in the foreseeable future. Organizations have to come up with more innovative ways enabling efficient communication and feedback. It should also be noted that this exercise is being carried out when SEAF-K has also embarked on its new strategic plan for the next period. Hence it is hoped that this assignment will feed useful information to the Strategic Plan development.

MECAP is proposing to develop an engagement framework that will provide efficient communication and feedback with SEAF-K members. The framework is intended to align members' practice and objectives with the aspirations of SEAF-K and vision. Moreover SEAF-K through MECAP is commissioning a study to identify members' capacity gaps and familiarize with members organizational needs and goals.

Specifically, the tasks in this assignment entail

- i. Conduct capacity assessment needs of SEAF-K members
- ii. Development of Engagement Framework with Members
- iii. Compilation of Needs Assessment as input into development of SEAF-K new strategic plan

### Conduct capacity assessment needs of SEAF-K

#### Sub-activities

- a. Develop Assessment Template (see attached)
- b. Conduct survey using the template questionnaire
- c. Analysis of output from survey
- d. Organize virtual/physical meetings with the WGs conveners to harmonize identified needs and gaps
- e. Write final report of the survey



## Development of Engagement Framework with Members

### Sub-activities

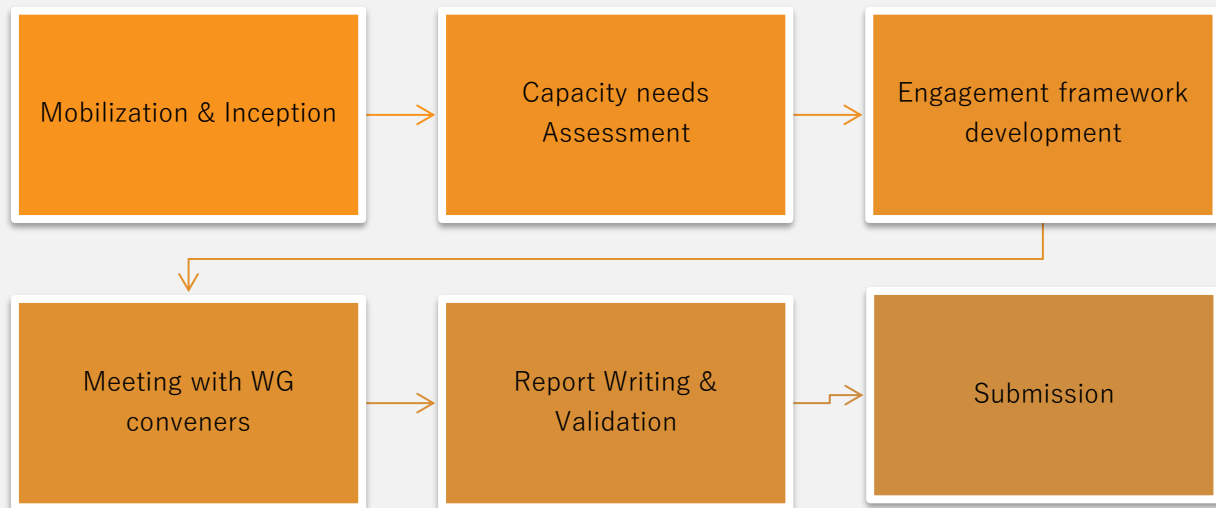
- a. Understand goals and activities of member organizations
- b. Align these goals with survey output on identified needs and gaps
- c. Identify policies, structures and communication strategies of member organizations
- d. Develop members' interactive dialogue tool and engagement framework
- e. Organize virtual/physical meetings with the WGs conveners to harmonize a proposed engagement framework
- f. Finalize report and share with members for adoption

### Expected Outputs

1. Needs Assessment Report of SEAF-K members
2. Members Engagement Framework and Interactive Dialogue Tools
3. MECAP compiled contribution to development of SEAF-K SP

## Methodology

In order to meet the objectives of the consultancy, the consultant has adopted a phased approach that ensures activities align well with the scope of work.



## 1: Approach

### Capacity Needs Assessment

- i. Develop Assessment Template
- ii. Conduct survey using the template questionnaire
- iii. Analysis of output from survey

### Engagement framework development

- i. Understand goals and activities of member organizations
- ii. Align these goals with survey output on identified needs and gaps
- iii. Identify policies, structures and communication strategies of member organizations
- iv. Develop members' interactive dialogue tool and engagement framework

### Meeting with WG conveners

- i. Organize virtual/physical meetings with the WGs conveners to harmonize identified needs and gaps

- ii. Organize virtual/physical meetings with the WGs conveners to harmonize a proposed engagement framework

### Report Writing, Validation & Submission

- i. Write final report of the survey
- ii. Write report on engagement framework
- iii. Submit a comprehensive program report with members for adoption

### Risk assessment and mitigation plan

COVID-19 continues to impact many sectors not organisational engagement. To ensure that the consultancy is done in accordance to COVID-19 safety protocols, the following is recommended:

- i) Adherence to set protocols for COVID 19 including social distancing within the training space, temperature checks and provision of disposable medical masks.
- ii) Conduct a risk assessment for physical meeting with stakeholders.<sup>1</sup>
- iii) Deploy the WHO risk assessment and mitigation checklist for stakeholder engagement.<sup>2</sup>
- iv) Establish ground rules for ensuring adherence to the protocols.

### Review of SEAF-K Members' Database

Majority of SEAF-K members are CSOs which comprises about 50% of total membership. Out of this about 90% are indigenous or local in nature both in terms of registration and funding. While a good number were established as early as 2000, most

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<sup>1</sup> See WHO guideline : <https://openwho.org/courses/WHO-COVID-19-mass-gatherings-risk-assessment-training>

<sup>2</sup> See checklist: <https://www.who.int/publications/i/item/how-to-use-who-risk-assessment-and-mitigation-checklist-for-mass-gatherings-in-the-context-of-covid-19>

were registered between 2012 and 2016. This is probably due to the period when there was increased advocacy on climate change and energy access.

The areas of focus are mainly climate change, energy, agriculture, governance, waste to energy and other related sub-sectors like water and RE technologies like biogas and solar. While the organizations are mostly based in Nairobi, regional focus are both national and rural outreach. The organizations vary greatly in size both in terms of number of employees and members if CSO. Number of employees range from less than 10 to over 100 while membership range from 70 to over 300.

In terms of longevity of membership to SEAF-K about 20% joined between 2014 and 2016 while most of current members joined later than 2018. Most of the operational focus of these organizations range from technology build, policy advocacy, financial services, climate change and environment advocacy as well as energy production and distribution.

### Data Collection and Analysis

Using the survey method and technical approach outlined above, questionnaires focusing on key themes were sent to all members of which about 50% responded. Apart from questionnaires sent, direct calls were made to verify some information; and so were direct engagement with WG leaders. Effort was also made to visit websites of some of the organizations to familiarize further with their organizational structures and operations.

Using google docs survey tools as well as graphics and desk top analysis, the information was collated, analyzed and brought into perspective. The main areas of thematic investigation included (see attached questionnaire template in annex):

- **PART A.** Organizational data: generally sought to gather as much as possible including capacity, organizational structure, regional presence and year established.

- **PART B.** Operational data: designed to gather information on areas of focus/specialization, partnership engagements, sources of funding etc.
- **PART C.** SWOT Analysis Questions: allowed respondents to share generally on areas of strength, weaknesses, opportunities, and threats.
- **PART D.** Intervention questions: specifically, asked members how they think SEAF-K can intervene to support in their activities and how they think SEAF-K can be strengthened to provide this support.

## **PART A: ORGANIZATIONAL DATA**

### Sectorial Areas of Focus

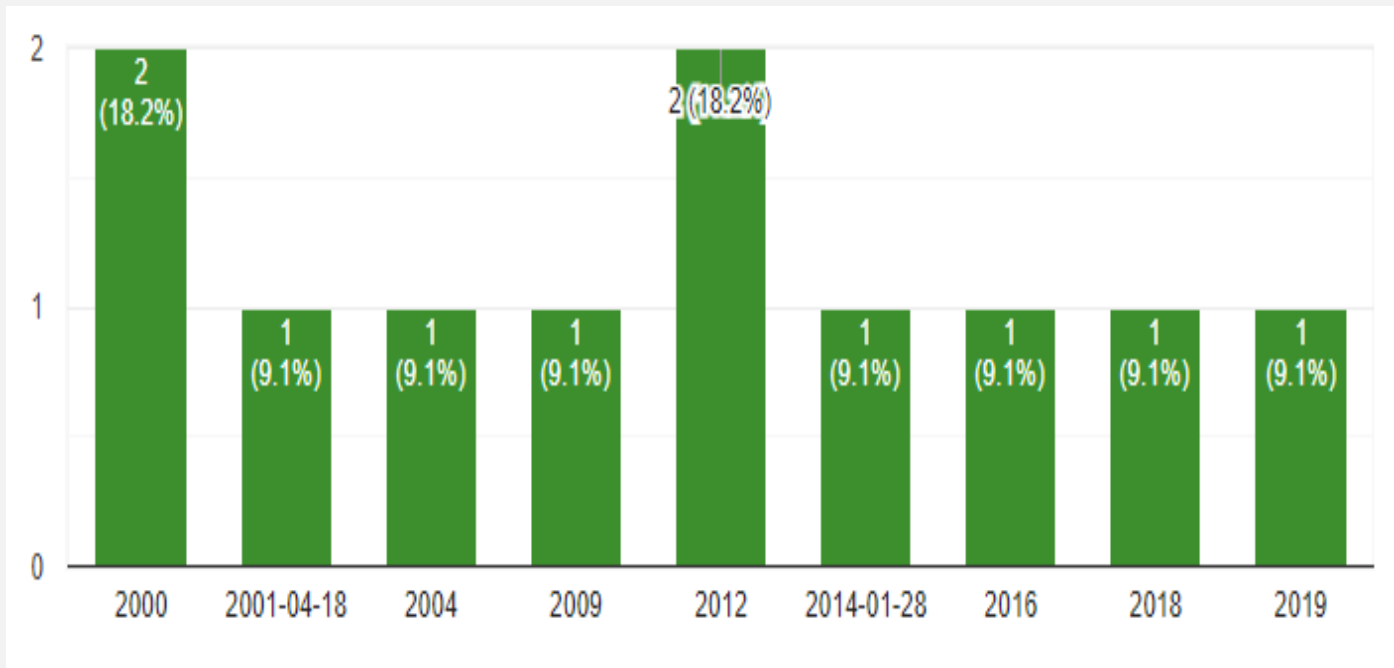
- Research
- Governance, water and policy advocacy
- Climate Change, Agriculture, Environment, Energy
- Clean cooking energy
- Environment and Energy based Capacity Building and Research
- Energy, Climate Change, Food Security
- Climate change and clean energy advocacy
- Consultancy and Waste-to-energy Anaerobic Digestion
- Renewable Energy Technologies

### Region/ Country of focus

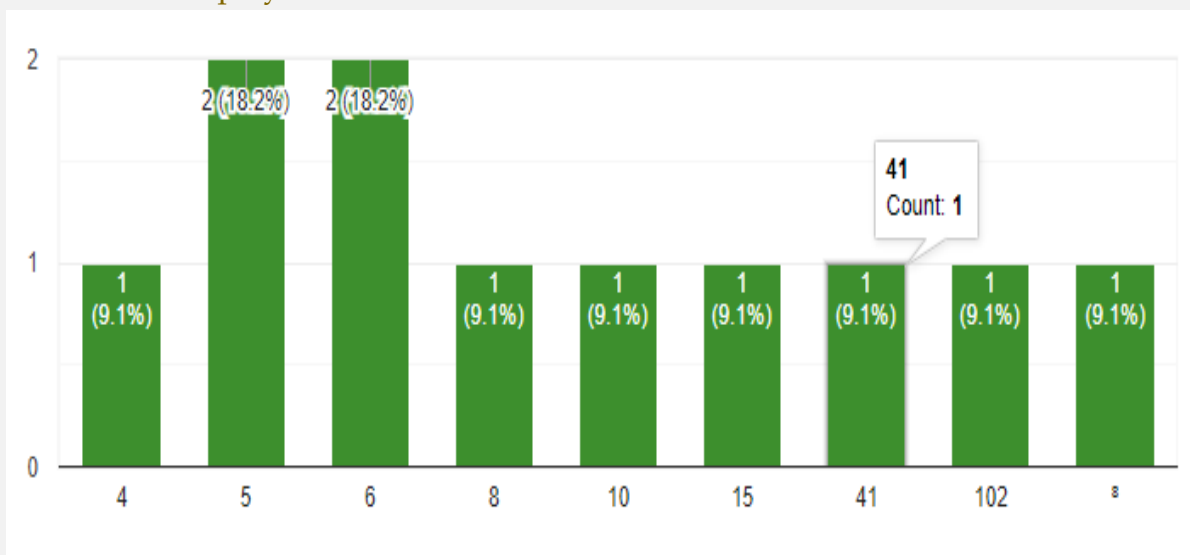
- Samburu
- East Africa
- ASAL counties e.g. Marsabit, Garrissa, Kitui

- Northern Frontier
- Nairobi
- National, Counties, East, Africa
- International

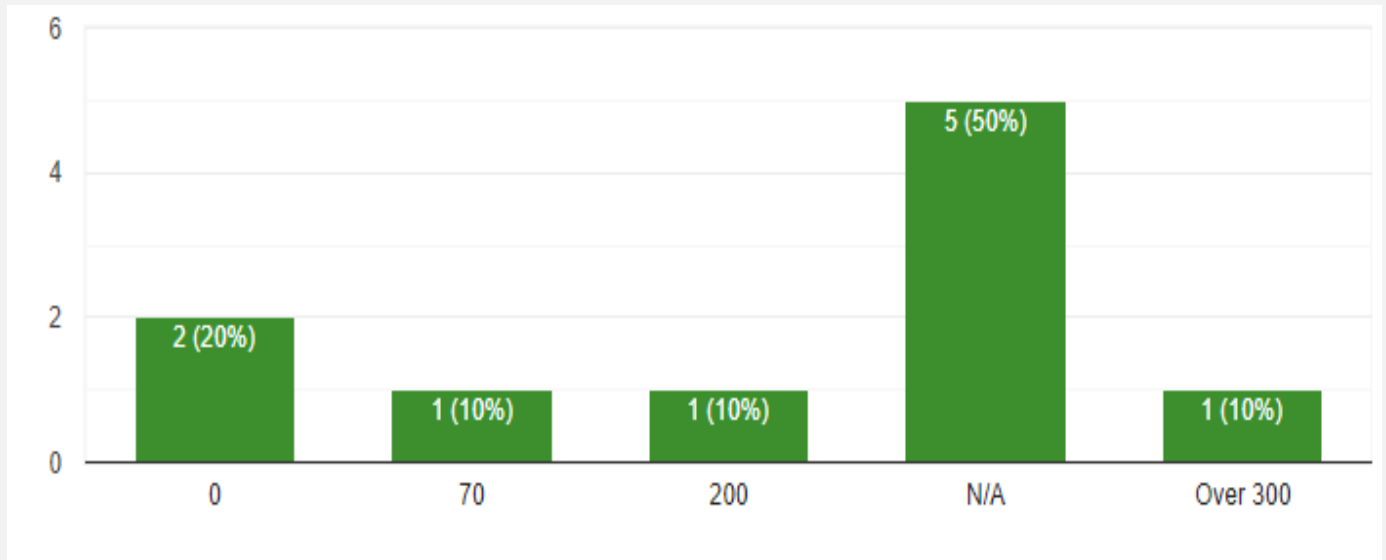
Year Established



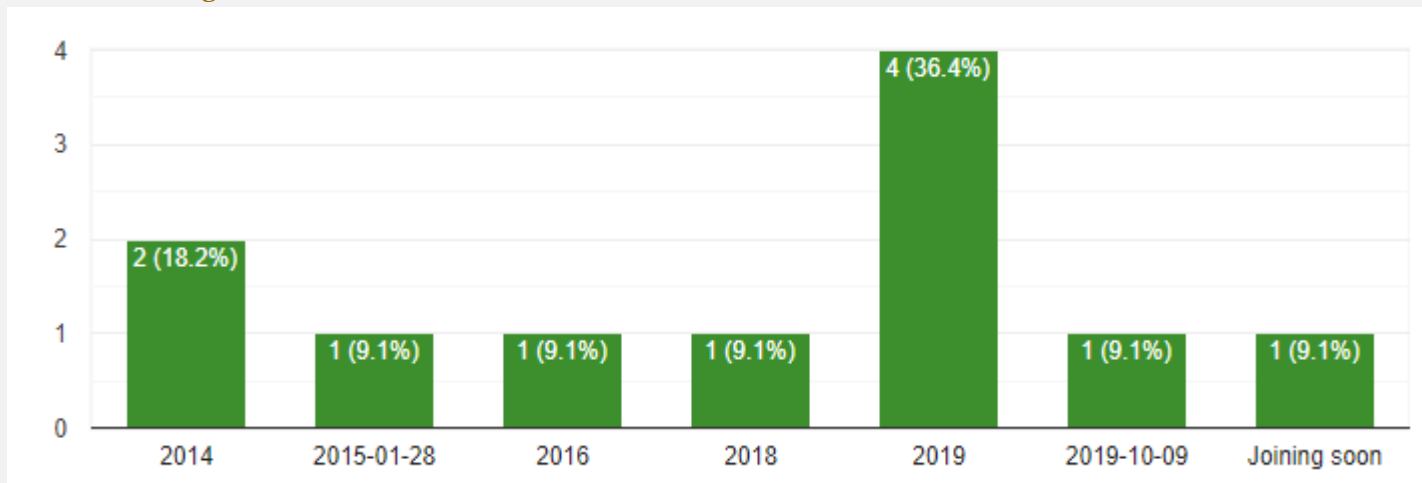
### Number of Employees



### Number of Members if CSO



### Year of Joining SEAF-K





## PART B: OPERATIONAL DATA

### Area of Specialization (Please describe briefly)

#### Technology Builds

- African Researchers Consortium has brought focus on how businesses and institutions can leverage, use, and catch-up with productive technology. We work with the private and public sectors to evaluate the efficiency of infrastructure, and with regulators and policymakers to shape the governance of technological infrastructure to enable inclusion.
- Clean cooking solutions (technologies and fuels)
- Biogas, Solar, water

#### Policy Advocacy

- Our organization takes part in contributing to policy formulation. For instance, it took part in writing a memorandum that was forwarded to Parliament on the finance bill
- Mainstreaming climate change policies in CIDPS, making green building standards in Kenya, implementation of public participation and social accountability guidelines with respect to water and energy access
- Advocacy on clean cooking policies, standards and regulations at the national and county level; fiscal incentives, awareness creation through media engagements
- Hosting Public Policy Dialogues
- Policy awareness and monitoring
- Advocacy both nationally and at county levels

#### Financial Services

- The organization writes proposals to get funding from donors

- Not much of finance services, we only offer capacity building for our members and communities on entrepreneurship and business management.
- Financial linkages with FIs

### Environment or Climate Change

- The organization champions for environmental conservation through various programs such as Plant your age which encourages people to plant trees equaling their ages and anniversary
- Tree planting campaigns under plant your age initiative, designing charcoal production kilns, environmental governance
- Yes, we advocate for environmental restoration and the impacts of climate change and how adoption of clean cooking technologies can help reduce environmental degradation and climate change impacts
- Trainings, Research and Mentorship
- Yes, focusing on eco inclusive technologies
- We deal with both environment and Climate change
- By installing the biogas systems, we manage waste at source hence improving the environment, and the use of waste at source as fuel curbs the climate change, where other sources of fuel that are depleting the environment and causing climate change are avoided.

### Energy Production or Distribution

- The organization has carried out projects on solar energy in Kitui e.g. distribution of solar lanterns
- Development of charcoal rules in Kitui, designing of charcoal production kilns
- Our members produce and distribute clean cooking technologies and fuels including cookstoves, biogas, LPG, Ethanol, briquettes
- Trainings, Research and Mentorship

- Clean energy production Biogas and solar and distribution of the products
- Dissemination of information

## Which partners do you engage? (Please explain how briefly)

### Government

- County government of Samburu Ndma Nema
- We work with government institutions within our focus sectors in provision of research and insight development services. We also offer technical training services that a variety of government institutions can benefit from.
- Ministry of environment, NEMA, ENSDA, County governments e.g Kajiado, Marsabit, Kitui
- county governments in mainstreaming climate change policies in CIDP, and in implementation of public participation policies and social accountability guidelines and policies. We have been supporting the national government to come up with green building standards
- Both the national and county governments (Ministries of energy, health, gender) Government agencies including EPRA, KEBS, KIRDI,KEFRI, KEPSA etc
- Policy engagements with Ministry of Environment and Forestry and Ministry of Energy and Counties
- Min of Coop, Energy, Water and Education
- Policy advisory services to Ministries of Health, Energy and Environment on renewable energy and efficiency. Engagement through consultancies and membership in Technical Working Groups/Committees.
- The Government involvement, in making policies that are sector friendly.

## Private Sector

- Banks
- We endeavor to offer sustainable business solutions for our clients. We work with the private sector to foster improved evidence-based decision making
- Mhasibu Sacco, Honda Kenya, EPZ, Royal media services
- Yes, manufactures, producers, distributors and consumers of the clean cooking solutions. examples Burn manufactures, briquettes producers,
- KAM and KEPSA
- Cooperatives, Financial institutions and product retailers
- Through consultancy services in different areas from market assessment to business development.
- The private sector helps improving competition and viability of the sector.

## NGOs / CSOs

- Red cross Christian aid Mercy corps Caritas Spain
- We partner with NGOs within our focus sectors towards achieving a common goal.
- WWF, KCCWG, Hivos,
- We established and supported Marsabit CSO network to be active in social accountability matters such as being county watch dogs for the county development projects and other service delivery to the citizens
- Yes, international, national and local NGOs, CSO and CBOs
- KCCWG, PACJA, FES, OXFARM, Care Kenya, ADA CONSORTIUM, KPCG, CIM, etc

- Foundations eg. KTDA foundation,
- NGO/Csos/Cbosz
- Hivos,WWF,CAFOD
- Yes, through consultancy services, membership into sector technical working groups and participation as technical experts in information/awareness forums.
- The NGOs/CSOs help in improving and bring balance in the sector

### Religious Organizations

- Anglican church Muslim community
- We are open to partnerships with religious organizations in our focus sectors like focus groups & cross cutting issues and human development
- Christian Impact Mission and NCKK, ARC
- None so far but will engage churches for mobilization and marketing
- Not actively engaged with them. We are at very formative stages of discussing partnerships.

### Others

- Community groups
- International organizations and Institutions
- Development partners such as USAID, ACTS, DFID, UKAID
- Think Tanks and Research Institutions such as ICCA, ACTs, SEI
- Academic/research institutions: collaborations in research and training programs.

## Source of financial support (if any)

### Donor Partners

90% of respondents admitted to regularly receiving donor funding, including such sources as

- USAID, ACTS, ISUZU EA
- CCA, SNV, Hivos, GIZ
- Impact Investors
- Donor partners
- Hivos, WWF
- Donor financing through: grants, equity and debt.

### Membership Contributions

Most of the organizations have free membership and hence do not rely on membership subscription

### Direct Income from Services

Only 10% of members have obtain direct income from services using consultancy and direct sales of technology

### Other Sources

- Donations from community
- Product sales

## Mission Execution (How your Organization Executes its activities)

### Directly by Staff

- Yes. We have 41 staff

- The GAF staff have been assigned roles and duties according to their area of specialization which is in line with our mission
- We have specialists.
- Yes, most of the implementation is done by the staff but we subcontract for some services
- By Staff, Board, volunteers
- Yes. By staff and associates.
- Through direct installation of systems by our staff.

#### Through Sub- Contracting

- Consulting
- wherever we need some work done and we do not have the specialist, we hire consultants. We also do partner with like-minded organizations and CSOs to implement together
- We sub contract for some consultancy services
- Yes, resellers and referrals
- Where there is less need for direct engagement, then we subcontract an organization within that region to provide the service required.

#### Works Directly with Community

- Our projects are implemented in communities where we work directly with the members
- Yes, trainings, capacity building, tree planting activities, social auditing of county development projects, stakeholder meetings and workshops and consultation forums

- Yes, we engage with communities under the counties mostly on community capacity building
- Yes, in research
- Yes - cooperatives members

## PART C: SWOT ANALYSIS

### Strengths

- Community goodwill as it's a church organization
- We have a diverse portfolio in the services we offer
- We work with a team of experts in the delivery of services
- We are well experienced in delivering top-notch research services
- Good partnerships with relevant organizations
- Dedicated staff team and Good leadership
- Many years of experience in implementing projects in climate change, environment, Agriculture and Environment
- Advocacy on clean cooking issues; Partnership and collaborations
- A pool of experts within our reach
- Quality products, skilled staff and credible partners
- Good and timely communication
- Excellent membership coordination
- Competent technical team with in-depth technical knowledge and practical experience in renewable energy, climate change and Sustainability.
- Robust experience in policy analysis and evidence-based policy formulation.
- Has established very strategic partnerships to deploy pioneering technologies



- Versatility in the different technologies locally

### Weaknesses

- Community expects pro bono services
- Limited brand knowledge Limited funds for execution of our services
- Limited opportunities to access donor funding
- Limited funds on clean cooking, low adoption of clean cooking solutions, limited standards for clean cooking sector,
- Fundraising
- Low capital outlay, we are a startup, stiff competition
- Loose Network
- Lack of cohesion among members
- Sustaining high consultancy turnover especially when a number of opportunities require some form of "unofficial lobbying/influence".
- Challenge of branding/differentiation of our Consultancy and technology offerings.
- Offering pioneering technologies whose market has not yet been well developed or activated.
- Lack of resources

### Opportunities

- Grassroot entity
- Vast market to engage
- There is an opportunity for growth by leveraging on the internet to increase our brand awareness

- We have a wide target market owing to our numerous focus sectors and large portfolio of services
- Expertise in the industry is a sure opportunity for success
- Exploring the focus of various of donor partners and realigning our activities to reflect the same for possible funding
- establishing partnerships with other CSOs, being strategic with ideas to support development with a human face
- More room for adoption of the clean cooking solutions, engagements with the county governments to promote clean cooking solution through creation awareness; government good will
- The increasing demand for our services
- A large pool of organized farmers, room for innovative products, interested partners
- Availability of learning opportunities
- Building strong separate brands for Consultancy and technology Offerings.
- Strengthening engagement with strategic partners to unlock more business opportunities: financial institutions, faith-based institutions.
- Innovating our business model to catalyze the market for our pioneering technology offerings.

### Threats

- Many players in the field
- Competition from more established companies in the industry Threats posed by global pandemics such as COVID-19 Little appreciation/value given to the role of research
- competitors and quarks in the industry

- Reintroduction of VAT on clean cooking products; covid-19, Lack of affirmative funds to support local SMEs
- The emerging trend of unprofessionalism and incompetency among stakeholders in the sector
- Competition, tax on renewables
- Inadequate finances
- Competition from stakeholders within same networking forums e.g. SEAF-K for business opportunities.
- Red-tape/bureaucracy and turnover of staff/personnel at collaborating institutions often affecting the delivery of planned projects.
- Unfavorable policy frameworks that may hinder the deployment of our pioneering technologies.
- Foreign technologies gaining popularity.

## **PART D: INTERVENTIONS AND MEASURES**

### **How can SEAF-K help to strengthen Capacity?**

- Capacity building
- Through partnering with us in our service delivery
- Through training and capacity building sessions, sharing funding opportunities, establishing partnerships
- Capacity building of its members; sharing funding opportunities, collaboration and partnership on advocacy for energy access more so the clean cooking.
- Exposure to consultancies and donor recommendations
- Provide credible networks, current industry information and lobbying for better policies

- Conduct trainings on new interventions and technology
- Collate and disseminate business opportunities.
- By supporting the association to have more control of the sector.

#### In which areas would you like SEAF-K strengthened to serve you better?

- Financial stability
- The area of policy advocacy
- More member engagement activities
- capacity of the team and management needs to be strengthened as well
- We need to have more activities involving the members, more funding that can support members
- Professionalize the running of the SEAF and the working groups. Train the thematic leaders.
- Improve on membership engagement
- Unlock more business opportunities for members based on transparency and meritocracy.
- The WG should be more active in order for SEAF-K to be more vibrant.

#### Key Findings

#### Organizational Development (OD) status

##### Organizational development status of SEAF-K

1. Members perceive SEAF-K as a promising forum of engagement but still at infancy and therefore still requires a lot of capacity building
2. Members see SEAF-K as having the potential to bring a lot of interventions in their areas of practice and jurisdiction but still requires a lot if structural strengthening

3. As a common rallying point for members advocacy in energy access and related matters, organizational development of SEAF-K is key to members' aspirations

### Organizational development of members

1. Membership is greatly varied in terms of OD status and level of growth
2. Members depend almost entirely on donor funding so that level of activity and OD strength is highly dependent on funding seasons
3. SEAF-K need to develop a strong theory of change to bring necessary interventions in members' capacity building
4. The wide and varied reach in terms of geographical outreach can be both a challenge and opportunity for SEAF-K to grow nationally

### Operational performance and impact

#### Areas of specialization

1. Members engage in various forms of interventions including policy development, technology vending, governance and training which brings a rich mix of specialization in the forum
2. Members seem to appreciate the need to involve counties in technology research and policy development
3. A good number of members are highly conscious of effects of climate change and many champions for environmental conservation through various programs
4. A few members are involved in energy production and distribution; and focus well on clean energy technologies like Biogas and solar

#### Partnership Engagement

1. Nearly all members engage the Government in one way or another in various forms of advocacy and programs
2. Members who are predominantly in private sector link fairly well with CSOs and other stakeholders
3. CSOs and NGOs seem to form the backbone of SEAF-K and tend to set the agenda in WG meetings and AGM

4. A number of research organizations and academia are strongly engaged in SEAF-K discussions

### Source of financial support

1. 90% of respondents admitted to regularly receiving donor funding
2. Most of the organizations have free membership and hence do not rely on membership subscription
3. Only 10% of members obtain direct income from services using consultancy and direct sales of technology
4. Some members receive some form of contribution from the communities they serve in

## SWOT commonalities

### Strengths

1. Community goodwill
2. Teamwork among staff and members
3. Good pool of expertise and skills
4. Quality products and services
5. Focus on clean technologies
6. Experience in policy analysis and advocacy
7. Strategic partnership

### Weaknesses

1. Limited branding and or marketing strategies
2. Limited opportunity to access donor funding
3. Lack of fundraising skills
4. Underdeveloped technology

## Opportunities

1. More room for adoption of the clean cooking solutions, engagements with the county governments to promote clean cooking solution through creation awareness; government good will
2. The increasing demand for our services
3. A large pool of organized farmers, room for innovative products, interested partners
4. Availability of learning opportunities and growing expertise in the sector
5. Building strong separate brands for Consultancy and technology Offerings.
6. Strengthening engagement with strategic partners to unlock more business opportunities: financial institutions, faith-based institutions.
7. Innovating our business model to catalyze the market for our pioneering technology offerings.

## Threats

1. Competition from more established companies in the industry
2. Threats posed by global pandemics such as COVID-19
3. Reintroduction of VAT on clean cooking products
4. Lack of affirmative funds to support local SMEs
5. The emerging trend of unprofessionalism and incompetency among stakeholders in the sector
6. Inadequate finances
7. Red-tape/bureaucracy and turnover of staff/personnel at collaborating institutions often affecting the delivery of planned projects.
8. Unfavorable policy frameworks that may hinder the deployment of our pioneering technologies.

9. Foreign technologies gaining popularity.

## Propositions for Engagement Framework (EF)

### Preamble:

An engagement framework defines relationships and roles of different parties within an organization and ensures each party's expectations are met and service delivery is guaranteed. The engagement framework also ensures that the common vision and mission of the parties are met as per agreed programme of activities or its strategic plan. The EF also levels expectations and helps to smooth communication channels between parties in the engagement.

SEAF-K as a voluntary membership forum can only secure its integrity and legitimacy by ensuring a gentleman's agreement on perceived benefits from the engagement and how each member draws these benefits while at the same time serving the wider interests of SEAF-K towards the common vision. From the study of gap analysis, members have as varied interests as individual organizations come and to the extent that they try to pursue their goals and missions. It is therefore imperative to develop an EM that will ensure harmonization of these aspirations without losing sight of shared overall SEAF-K mission and vision.

The design proposed here for EF envisions different tiers or levels of engagement in the context of differentiated service delivery (DSD) from Tier 1 to Tier 6. The most basic level of engagement is member to member and the highest form is SEAF-K representing interests of members at regional and international levels. Within the EM spectrum, there is a dynamic symbiotic interaction among members and other stakeholders that breaths energy into SEAF-K body and fires its vision.



## Fundamental Principles of this EF

### Meaningful

SEAF-K members should participate in the development and monitoring of energy access policies at all levels. Genuine opportunities are created to enable members to participate in DSD activities and be informed on how their involvement will influence the decision-making process.

### Consistent

Engagement of members should not be a “once-off” activity, but should be consistent throughout the different levels of DSD.

### Transparent

Information about DSD should be easily and freely available and be communicated to members to enable them to be fully informed when providing input and feedback for DSD activities. The Steering Committee and Secretariat should commit to consider members’ feedback in an open and transparent manner. They should communicate openly about motives, resources and decision-making processes.

### Equity

The Steering Committee and Secretariat should actively engage with, and listen to the diverse range of needs and expectations of members. They should share decision-making and initiative leadership and treat members with integrity and respect.

### Accountability

SEAF-K should build processes that are responsive to feedback from members and should be willing to change and adapt throughout the EF process.

### Sustainability

SEAF-K should continually reflect, assess, and communicate to maintain and deepen relationships for long-term engagement with members

## Levels of Engagement (Tiers)

### Tier 1: Member to Member

**Context:** Using principles of peer to peer engagement, SEAF-K will try to enable cross learning among members and create an environment where members hook up and begin organization-to-organization exchange programmes and cross-level activities. This will particularly be encouraged through WG sessions where members of common interests sign in.

**Task:** Innovate ways in which member to member interaction can be enhanced

### Tier 2: Member to SEAF-K

**Context:** In all membership cluster formations driven by common interest, dynamics of growth are largely determined by member characteristics. The member that joins the forum or the platform brings with him both positive traits and induvial interest. It is these traits and interests that shape the form the larger organization takes. Member to organization engagement tier is therefore the primary building block for growth and capacity.

It is therefore important for the organization to define clearly membership role and its responsibility towards the forum.

**Task:** Develop and define clearly what SEAF-K expects from the members

### Tier 3: SEAF-K to Member

**Context:** While member characteristics determine the “personality” of the forum, ideals and ethos together with stated vision and mission of the organization as a living entity can either attract and maintain or else repel membership enjoyment.

Moreover, the services offered to members and or representation at various levels of advocacy, which individual members cannot achieve on their own, is what attracts and maintains membership. When this is informed by the values of engagement listed above, cohesion becomes easier and fall out is minimized.

**Task:** SEAF-K must level members’ expectations by offering only services its capacity can allow; define a clear service charter.

#### Tier 4: SEAF-K to Government

**Context:** A good Government creates room for engagement with sector players of all cadre. And where this room is not created it is the role of private citizens and civil society to advocate for more open space for stakeholder participation. Luckily for Kenya, the law clearly legislates for wider stakeholder participation in all policy and regulatory processes. Therefore SEAF-K either as a lobby group, or common interest group with end goals in the energy sector, has a role to help the Government formulate policies that impact positively on the sector.

SEAF-K must endeavor to create a healthy meaningful relationship with the Government of the day that abates unnecessary confrontation but engages through fact-based research.

**Task:** Continuously engage in all policy making processes that directly or indirectly affect the energy sector and consistently develop fact-based position papers that communicate to these policies.

#### Tier 5: SEAF-K to Private Sector

**Context:** A good percentage of SEAF-K members are from private sector either as individual private companies or as members of other business member organizations. Indeed, a number of energy projects, especially off-grid and stand-alone systems that have a more direct impact to the local communities, are carried out by private sector. SEAF-K must tap into this vast resource of membership as a means to unlock technologies and innovations that will enhance energy access to the interior population.

**Task:** Create platforms of direct engagement with private sector by having an annual calendar of events for exhibitions, conferences and frequent round table dialogues on topical issues.

#### Tier 6: SEAF-K to SCOs

**Context:** From findings, majority of the members of SEAF-K are CSOs which engage in various advocacy issues and community projects in nearly all sectors of economy including agriculture, energy, water, environment, climate change, governance and public research. The role of civil society organizations is generally viewed as citizens' organized way of protecting themselves against excesses of state. Moreover, CSOs are seen to protect interests of the weaker or voiceless local communities and as proponents

of good governance in public administration. SEAF-K must in this context identify its role in the SCO space and identify how to interact with its members who are CSOs as well as those CSOs who are not members but strive for similar ideals.

**Task:** Use capacity gap findings in this report to innovate interventions, within the limits of its capacity, that will compliment efforts of these CSOs in their activities and programmes.

#### Tier 7: SEAF-K to regional and international networks

**Context:** Kenya is a member state in many regional and international blocks and networks; as well as signatory to many bilateral, regional and international agreement and protocols. Notably Kenya is a signatory to UN SDGs and the Paris Agreement.

**SDG No 7** speaks to issues of energy access and states that by 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.

The **Paris Agreement** sets out a global framework to avoid dangerous climate change by limiting global warming to well below 2°C and pursuing efforts to limit it to 1.5°C. It also aims to strengthen countries' ability to deal with the impacts of climate change and support them in their efforts.

**Task:** Create opportunities for members to engage in regional and international discourse on matters of energy access.

## Engagement Framework Matrix

<b>Ti er</b>	<b>Descripti on</b>	<b>Specified task</b>	<b>Specific Activities</b>	<b>Role of SEAF-K</b>	<b>Role of Member</b>	<b>Role of Governm ent</b>	<b>Role of Private sector</b>	<b>Role of SCOs</b>	<b>Internatio nal engagem ent</b>
1	<i>Member to Member</i>	Innovate ways in which member to member interaction can be enhanced	Increase engagement , attract suggestions and reciprocal feedback, sharing of resources, build trust, constructive criticism	Funding, capacity building, dispute resolution, communication platform, set rules of engagement	Participation, respectful association, attract new members, keep the organization going	Setting legislature in support of clean and sustainable energy, offer grants and reduced financial responsibility to members	Participate in development and distribution of technologies	Participate in advocacy	International cooperation and sharing of technologies
2	<i>Member to SEAF- K</i>	Develop and define clearly what SEAF-K expects	Open communication, interests, resources, decision making	Establish communication channels and platforms, invoke	Offer input and voice issues, bring issues to attention	Support dialogue, pay attention to organization efforts,	Develop technologies and innovation based on issues in	Advocacy in society, capacity building, mobilizing resources	International cooperation and sharing of technologies

		from the members		members interest, alert members about resources, improve members viewpoint and solutions to problems	of peers, effort to more sustainable efforts and budget friendly options, bring different perspective	prompt donations and offerings, demand for efficient solutions	market, collaborate and partner in furthering market goals		
3	<b>SEAF-K to Member</b>	SEAF-K must level members' expectations by offering only services its capacity can allow; define a clear	Consultancy, needs assessment, facility research and development, develop blueprint for members carbon footprint	Knowledge management, information exchange, establish meetings, policy advocacy, capacity building	Attend forums, liaise with SEAF-K for direction, participate in SEAF-K events	Policy formulation, control taxes and charges in energy sector, support sustainable energy, participate in SEAF-K activities	Formulate solutions, cost-efficient interactions penetration of sustainable energy solutions	Advocacy, resources mobilization, information distribution	Offer financial support, sharing and cooperating platforms, capacity building, and expanded markets



		service charter.							
4	<i>SEAF-K to Government</i>	Continuously engage in all policy making processes that directly or indirectly affect the energy sector and consistently develop fact-based position papers that communicate to these policies.	Lobbying, setting government delegation, and increasing public pressure for legislation leading to adoption of sustainable energy and abolishment of harmful energy	Attract lobbyist, come up with team for government delegation, and use available digital technology to increase public knowledge	Participate in financial contribution and part of lobby groups, government delegation, and distribution of information about need of green energy	Call for research and development, funding and grants to sustainable energy and disinvest in unsuitable energy sources	Develop technologies for the market, pay taxes and other charges needed by government for green energy	Advocacy, lobbying, and dissemination of information	Offer support, sharing and cooperation, capacity building, call to action, and international pressure



5	<i>SEAF-K to Private Sector</i>	Create platforms of direct engagement with private sector by having an annual calendar of events for exhibitions, conferences and frequent round table dialogues on topical issues.	Holding meetings for discussing strategic issues, allowing participation for technology exhibitions, attracting conference proceeding papers, and developing research interest on some topics	Determining when appropriate to hold meetings, exhibitions, and conferences ; attracting guests suitable for each event; and facilitating events	Participate in meetings, bring along their exhibitions, call into action for conference papers	Regulate the use of new technologies, and motivate the direction of new developments	Displaying their technologies during exhibitions, participate in conference proceedings	Advocacy, dissemination of information, participate in conferences and exhibitions	Participate in exhibitions and conferences, increased sharing, and cooperation
6	<i>SEAF-K to SCOs</i>	Use capacity gap	Participate in advocating	Capacity building, offer	Participate in advocacy,	Regulate activities - legislation	Funding, strategic partnersh	Advocacy, dissemination of	Funding, sharing and





		findings in this report to innovate interventions, within the limits of its capacity, that will complement efforts of these CSOs in their activities and programs.	for sustainable energy solutions; front them in seeking funding sources for sustainable energies	innovative solutions			ip, offer innovative solution	information	cooperation, expanded sources of resources
7	<i>SEAF-K to regional and international networks</i>	Create opportunities for members to engage in	Increase sharing and cooperation; improve market	Open international channels, facilitate members participate	Sharing and cooperation	Allow international and domestic cooperation	Participate in expanded market, improve production	Advocacy, dissemination of information, participate	Expanded solutions and market, a platform for

		regional and international discourse on matters of energy access		in foreign endeavors			n, share, and cooperate with other international producers	in sharing information and cooperation	sharing and cooperating with members
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