Energy, Environment & Democratic development

- A key for sustainable change

International Strategy

2017 – 2020

SustainableEnergy

Contents

BACKGROUND 3

THE CHALLENGES WE SEEK TO ADDRESS 4

WHERE WE WORK 4

KENYA 5
MOZAMBIQUE 6
WEST AFRICA 7

OUR APPROACH 7

PEOPLE FIRST 7
THE POWER OF THE EXAMPLE 8
ACCESS TO KNOWLEDGE AND CAPITAL 8

WORKING STRATEGICALLY WITHIN THE SUSTAINABLE DEVELOPMENT GOALS 9

PERFORMING THROUGH PARTNERSHIPS 12

PARTNERSHIP MODALITIES 12
RELATIONSHIP TO PARTNERS 13
EVIDENCE BASED ADVOCACY AS A GUIDING PRINCIPLE 14
ADDING VALUE TO THE PARTNERSHIPS 15
INNOVATION AND KNOWLEDGE CREATION WITH PARTNERS 16
CODE OF CONDUCT 17
EXIT STRATEGIES AND TERMINATION OF PARTNERSHIPS 17

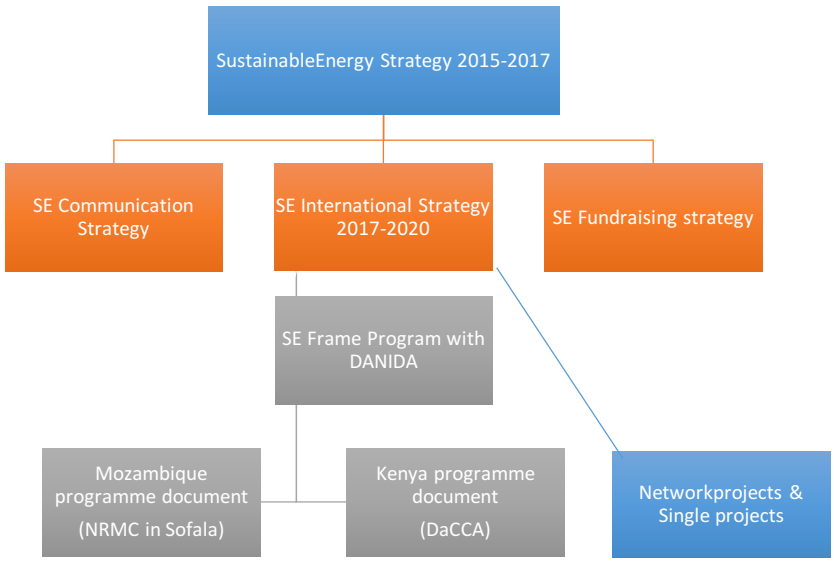
Background

SustainableEnergy (SE) is a politically independent and membership-based organisation working in Denmark and internationally for a sustainable world. SE actively influence all spheres of society to gradually adjust towards becoming fully sustainable where public involvement and initiatives are respected and democratic principles promoted.

SE was founded in 1975 on a desire to develop alternatives to the introduction of nuclear power in Denmark. SE has since worked nationally and globally for an integrated energy and resource policy. Increasingly the climate change agenda influences the work of SE combining it with energy and resource management. A fundamental principle of SE work for a sustainable society in Denmark as well as abroad is that this cannot be achieved by only applying a set of appropriate technological innovations. The transformation towards societies based on renewable energy sources must be build around local democracy processes, deep rooted community ownership and a strong public participation.

The strategy outlined below is guided by this well grounded experience: A basic requirement of putting the individual and the community at the centre of the intervention rather than a technology. Through dialogue, involvement and awareness, we will seek to influence the attitudes and behavioural changes that lead to a fast phase-out of fossil fuels in Denmark and a reduced dependency in our program countries.

Where feasible SE's international programs will seek into collaborations with the other activity pillars of SE and in general work under the guidance of SE's overall strategy, communication strategy and fundraising strategy. Diversification of funding sources is a goal in itself and will include attention to emerging opportunities with the EU and other international development donors as well as the private sector both at home and abroad.



As illustrated above, the international strategy is an integrated part of a hierarchy of strategies guiding the work of SustainableEnergy.

The challenges we seek to address

The western development model of unrestrained economic growth has met its limits, the planet is exhausted and its carrying capacity overstretched. Climate change is most acutely felt by the underprivileged in the South who depends directly on their environment and whose capacity to adapt is the weakest.

SE is in a strong position to address at least two dimensions of the current crisis:

- One is the connection between North and South. Climate change challenges affects the whole planet, but with a huge carbon footprint the countries of the North have a special responsibility and obligation to address global imbalances.
- The second is the connection between development and climate. The climate is affected by the development of a global society. The environment and climate problems are created both by an over-consumption that is not sustainable, and by poverty that leads to environmental destruction in the daily struggle for a decent livelihood.

Our points of departure when engaging with international development assistance are found within the environment and renewable energy sectors. Within these two sectors on-going climate changes and their impacts on already vulnerable communities and local authorities will form the back-drop of all programming and used as a leverage to work with local governance and democracy challenges.

In Denmark, our activities comprise of policy work, information campaigns, educational work, and free and impartial advice to citizens and communes. In a Danish context, the experiences from the international engagement come into play when we broaden the policy work to include international dimensions and when young volunteers are campaigning for climate responsible collective and individual actions.

Internationally we wish to be measured on our ability to combine poverty reduction goals with concrete and relevant environment protection and climate adaptation and mitigation strategies. Getting this balance right is a first prerequisite for long term impact and sustainability.

Where we work

SE's international work is focused on Eastern and Western Africa. Although the choice of countries for a large part is historically determined there are strong socio-economic and environmental reasons for maintaining a presence. For an organization of the size of SE to uphold relevance, most activities are concentrated outside capital centres in districts and provinces where INGOs are fewer, local NGOs often more motivated but less capacitated and duty bearers more accessible.

SE is engaged in both rural and urban areas. Intervention in rural areas within for instance sustainable natural resource management cannot ignore increasing demands for fuel wood and charcoal from underprivileged populations in the cities. The continued fast growth of the urban population and following expanding environmental problems therefore indirectly impacts surrounding rural areas and livelihood opportunities there. In several of SE's target areas placed in the proximity to urban centres rural farmland and its natural resources is under immense pressure.

Kenya

SE has been present in Kenya since 2003. With steep increases in populations, continuous migrations from rural to urban areas and only about 15% of Kenya being arable, the environment and inhabitants are under unusually high pressure. Out of a population of 43 million the World Bank estimates that the rate of extremely poor has dropped from 47% in 2005/06 to 39% in 2012/13. However, current and future expected climate changes are likely to reverse this positive trend unless effective adaption measures in both rural and urban areas are put in place. Food security and the local and national economy is expected to be affected.

Estimates from Stockholm Environmental Institute[1], reckon that the region will lose up to 3% of its annual GDP from climate change by 2030 and states that *'Future climate change will lead to additional and potentially very large economic costs. These are uncertain, but aggregate models indicate additional net economic costs that are equivalent to a loss of 1- 3% of GDP each year by 2030 in the region. These arise from potential threats to coastal zones, health, energy, infrastructure, water resources, agriculture and ecosystem services.'*

Since 2016 SE has focused its attention to counties situated along Lake Victoria. The Lake Victoria basin itself supports the livelihood of about 12 million Kenyans. Despite the region's high agricultural potential, recent soil degradation has led to incidences of abject poverty for 30 to 50% of the rural households and current natural resource management practices are no longer adequate to meet food needs or maintain the resource base in the region. Population densities are high in large parts of the adjacent counties to Lake Victoria and some rural areas can in parts best be described as being peri-urban with the specific planning and resource challenge this entails.

Kenya has recently introduced a devolved governance system empowering the counties with decentralised budget structures and in many sectors a high degree of self-determination. This combined with a newly approved climate change bill and in some counties new departments dealing with the climate change agenda opens up new opportunities and challenges for the civil society. Our program in Kenya (November 2015 to December 2018) engages a number of established and well respected NGOs in a consortium working with both the opportunities of the decentralisation act and the increasing focus on the climate change agenda.

Supplementing the primary support to the program in Western Kenya is a regional engagement with larger national NGOs in Kenya, Tanzania and Uganda focusing on advocating for the implementation of the Nationally Determined Contributions (NDCs) under the UN framework on climate change[2]. Also, in collaboration with the Danish windmill producer, Vestas, SE will during this strategy period participate in the development of community based mini-grids[3].

Attention to a possible future expansion of our engagement will, other than Kenya, be prioritized to countries around Lake Victoria (Uganda, Rwanda and Tanzania).

[1] The Economics of Climate Change in East Africa, 2009
[2] 'Promoting Implementation of the Paris Agreement in East Africa with a focus on pro-poor low emission development' (PIPA), CISU klimapuljen 2016.
[3] 'Supporting sustainable mini-grid development and production of wind turbines in Kenya', Danida market development partnerships, 2016.

Mozambique

SE has been present in Mozambique since 2004 and over the years has established good working relationships with a number of national CSO's and INGOs. The country has an area of 799,380 square kilometres inhabited by around 23.7 million people. About 51% of the land area is covered by open natural forests. Around 80% of the population depends heavily on natural resources – including especially forest resources for their livelihoods, forest based agriculture, timber harvesting, firewood, charcoal making and hunting. Exploitation of natural resources therefore contributes significantly to reducing food insecurity and poverty.

Mozambique is extremely vulnerable to climate change occurring through alterations in the precipitation and temperature patterns. There is a registered and increased intensity and frequency of the occurrence of extreme weather events like floods, droughts, wind storms, including cyclones, and rising sea levels. According to Germanwatch's most recent yearly report, Mozambique was the African country most affected by the impacts of weather-related loss events (storms, floods, heat waves etc.) in 2015[4].

Within this strategic period, SE will focus its program (January 2017 to December 2019) in Sofala province. The province is densely populated and has a low-lying coastal and river area and is as such highly susceptible to multiple climate risks of cyclone, storms and floods. In the rural communities the effects of climate change are felt but as they represent gradual and unpredictable changes they are difficult to define in precise terms. Moreover, local environmental degradation due to unsustainable resource exploitation blends in with similar effects felt on poor farmers.

The main problem faced by the communities is the reduction of rainfall and subsequent drought that aggravates food insecurity in several localities, forcing communities to be dependent on external aid to minimize the food shortages. In some extreme cases, communities have been obliged to migrate to the city in search of better living conditions, increasing the likelihood of economic social problems such as marginalization and prostitution. Although communities do not understand the concepts of climate change, they are aware of the problems that have occurred around them in recent years. External support from government and civil society actors is limited and most farmers and forest dwellers have applied local knowledge to better adapt to the phenomena. This includes the use of drought resistant seeds and physical movements of their agriculture production to lower lying areas.

The program in Mozambique will engage with this situation through a number of natural resource management committees, advocating for their full and transparent access to national revenue based development funds and developing best practice cases demonstrating how these funds are being put best into use at community levels. In spite of relative limited resources, it is the expectation that the consortium of partners implementing the programme will be able to contribute significantly to getting the question of sustainable National Resource Management and consequences of climate change higher up on the provincial and national political agendas. To

[4] See Briefing paper: Global Climate Risk Indicator 2017, from 1996 to 2015 Mozambique was the second most affected (and number 22 worldwide).

increase incomes and resilience of communities an EU funded project working with value chains in rural areas is an integral part of the program[5].

West Africa

Due to the 2015 national cut-backs in the overall Danish ODA SEs engagement with Mali CSOs is from 2017 phased out. However, SE will maintain its regional presence through the climate change project ACE-WA[6]. The project will contribute to the strategy in especially Kenya with knowledge and experience around how best to engage in regional advocacy campaigns on national climate change policies.

Our Approach

Our strategic approach builds on three pillars:

1. People first – putting local inhabitants at the centre of planning and implementation
2. The power of the example – using the example as a catalyst for change
3. Facilitating the access to knowledge and capital – as both are often limiting factors for poor communities.

People First

In line with the values guiding our work in Denmark, people are put first in all our doings: Mobilization and awareness raising within communities assisting them to advocate for rights to basic services, often within a legal framework that is either not understood or not followed by the local authorities, will form the core of all support.

There are no quick technological fixes to the challenges that confront the environment and the energy sector in developing countries. Working with sustainable natural resource management that is effective on the ground or working with informal settlements in urban areas calls for community involvement and de-centralised models of decision making. Large scale and top-down oriented approaches have failed in most cases.

Therefore, people are at the centre of all SE's development activities. A fundamental assumption in our work is that most low-income communities in both rural and urban areas possess untapped resources that can be mobilized for local development. These groups are frequently exposed to economic marginalization, lack of access to basic services and public budgets as well as social marginalization by being excluded from official decision making processes.

The key words to achieve this are: local awareness building; increased local ownership feeling, strengthened local capacity to plan and make priorities, insisting on local contribution to project implementation, and encouraging government support to local development.

Our collaboration with local civil society organisations works towards strengthening the organisations as advocates of democratisation, rights and change to benefit underprivileged groups. This approach includes the following fields of support: capacity to participate in an active and critical dialogue with national authorities, strengthening of a culture of democratisation, promotion of a right based policy, and planning and implementation of demonstration projects.

[5] Programa de desinvolvimento economico local (Prodel), 2016
[6] Accelerating implemetation of clean energy policies in West Africa, CISU climate facility, 2016

The power of the example

All human, social or technical investments will be assessed on its further ability to create dialogue with duty bearers, its ability to attract further revenue based national support and funding, its ability to generate and share knowledge and its ability to set examples that others can be inspired from.

Regardless of the quality and sustainability of the individual interventions SE's finest ambition is to act as a catalyst for change at both local and national levels.

To spark interest and visibility with local authorities, line agencies and budget planners, rights-based strategic investments in promising approaches and people within a specified area are made. Pilot projects are then sought to be brought into the mainstream for upscaling by attracting revenue based funding from budgets held with either local authorities or the private sector.

Facilitating the creation of a local environment plan, discussing the species composition of the village nursery in the rural area or the improvements of water and sanitation facilities in urban areas is when issues such as access to land and resources and participation in decision-making appears. More lucid themes like gender, human rights and environmental protection suddenly become very concrete.

This is possibly the arena and the moments where SE and its partners work best with the development agenda: Through the concrete example acting as a catalyst and facilitator for sustainable environmental and social change to take place. Pure technical advice and support will only be applied if it serves the purpose of engaging local duty bearers in further constructive dialogues or if it is seen as a necessity to demonstrate potentials for efficient up-scaling. To ensure that technical advice and interventions are appropriate, they will as a rule of thumb always be sourced locally or in-country.

Insisting on gender-balanced approaches towards the partners is part of stating the good example. Programs all have gender incorporated as a cross-cutting issue including awareness with the partner on the consequences of male dominance in committees and various available mitigating measures to address such imbalances.

Where possible and where capacity exists, partners are required to collect gender disaggregated information and set targets for how to work with more inclusive approaches.

Access to knowledge and capital

Working with means and methods to provide access for communities to knowledge and capital will most often be at the front of our intervention modalities.

Having access to knowledge is still the privilege of the elite and the powerful. SE works to widen this circle and supports a plethora of activities from advocacy issues to more specific technical trainings. National legislation and strategies on natural resource management, energy related issues and poverty reduction are usually well developed. Frequently governments have signed up to wide ranging international conventions concerned with the plight of disadvantaged groups or endangered ecological systems. However, most often local district level bodies are not aware of the implications of the national legislation and / or local communities not fully aware of the rights they are entitled to. Official regulations are often so complex that neither the target group nor local authorities understand it and they are enforced in a random and ineffective manner.

SE supports civil society organisations in active and critical dialogues with the authorities, at local and/or at national level by:

- Building up community capacity to influence the local and national governments' policies and priorities.
- Supporting local governments to create an enabling environment.
- Impacting through networking, international and national policies regarding climate change, sustainable energy and urban environment.
- Facilitating networking on specific cases in SE's target areas.

Where more technical training on specific issues is a limiting factor SE through its partner network connect groups or individuals with applicable knowledge. Examples of this could be improved agricultural practices, forest management or the simple maintenance of a solar powered charging station for mobile phones.

The poor – rural as urban – has only limited economical resources to invest in improving the living conditions. Access to credit facilities is essential for local environmental activities to take off the ground but where banks exist they demand collaterals that most people are unable to present. SE has since year 2000 supported the establishment of small saving groups designed to give access to affordable capital originating from and managed by the community itself.

Our strategy and programs work actively on attracting further private and public capital to target areas. Examples of this is mentioned on p 12 under SDG goal 17.

Working strategically within the Sustainable Development Goals

The figure on the following page indicates a first and second level of engagement in relation to SE's international work within the SDGs.

Goal 7 (Affordable and Clean Energy) and goal 13 (Climate Action) are our first points of departure while carrying out programs and collaborations with partners. Our prime competences lie here. SE applies a rights-based approach to development and many of the principles for this are represented within our 2nd level SDG goals. These goals are also shared with most other CSO's working for development.

Goal 10 (Reduced inequalities) expresses the mere reason for SE in the first place to engage in international development work and, when working with integrated development approaches sub-targets of other goals are also frequently addressed (e.g. targets of Goal 11 (Sustainable cities and communities) and Goal 15 (Life on land)). However, when supported they will contribute to achieving one or some of the mentioned primary goals.

1st level: Areas of work that distinguish the work of SE and where we strive to deliver tangible results. Prioritised equally by both national and international departments.	 Goal 7: Affordable Energy	 Goal 13: Climate Action
2nd level: Areas of work that are important and hence crosscutting or mainstreamed in all activities or approaches	 Goal 1. No Poverty	 Goal 5: Gender Equality
	 Goal 16: Peace, Justice and strong institutions	 Goal 17: Partnerships for the Goals

The table below provides concrete examples of how the strategy contributes to a number of sub-targets within each of the prioritised SDGs.

	Target 7.1 By 2030, ensure universal access to affordable, reliable and modern energy services **Kenya** Supported by Merkur bank and other private foundations and in close collaboration with a local private company (M-KOPA) the DaCCA program will on a comercial basis provide affordable lighting to more than 400 households situated in remote rural areas. Also, in collaboration with Vestas and Danish Technical University (DTU) new wind and solar based minigrids will be developed and based in rural areas. The program is expected to impact the lives of hundreds of households and dozens of local small and medium sized enterprises. **Target 7.3** *By 2030, double the global rate of improvement in energy efficiency* **Mozambique** In the 2017-2019 country programme the work with Natural Resource Management committees in the Sofala Province will facilitate a change in the pattern of people's consumption of wood for energy. Higher energy efficiency is addressed directly through improved cookstoves and more efficient charcoal making devices. Indirectly improved and sustainable forest management methods will enable access to affordable wood products.
	Target 13.1 *Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries* **Mozambique** Increasingly Mozambique is prone to climate induced natural disasters. Our program strengthens a number of local natural resource management committees by building resilience and adaptive capacities into the communities where they are situated.

Target 13.2

Integrate climate change measures into national policies, strategies and planning

Kenya

Our country program Decentralisation and Climate Change Adaptation in Western Kenya is closely involved in co-formulating county level climate change policies. Civil society partners seek to influence and inspire local decision makers and private sector actors to invest in climate smart interventions at both organisational and technical levels.

East Africa and West Africa

SE currently implements two projects in East and West Africa concerned with accelerating the adaptation of national climate policies and furthering the implementation of national determined contributions (the NDCs) decided upon in Paris 2015.

Target 13.3

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

Denmark

The 2% development education budget (PRO funds) from the Danida Frame Agreement 2014-2017 is invested in a national campaign to foster awareness among Danish citizens about the consequences of climate change in Mozambique and Kenya. The campaign includes a promotion of ideas for individual action to minimize individual carbon footprint.

Target 1.4

By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

Our country programs works amongst the least privileged in rural and peri-urban areas seeking to connect targeted communities closer to local authorities and organizing them to better access local revenue streams.

This includes the right of natural resource committees in Mozambique to receive 20% of the Government's revenue when giving concessions to private operators and the right of communities in Kenya to submit local environmental plans to municipalities and counties for further funding and support

Target 5.5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

It is a strategic goal in itself to mainstream gender concerns in all of our international activities. This is translated into collaborating with NGOs that have gender as an area of expertise and influencing partners to undertake gender sensitive screenings of interventions, having gender focal points and training partners to react to data stemming from gender based monitoring of activities.

Target 16.6

Develop effective, accountable and transparent institutions at all levels

Our programs work strategically around this target by collaborating closely with 4 NGOs in Kenya and 2 in Mozambique. For details on approach please refer to the section below 'Performing through partnerships'. Partners are engaged in discussions

	on agreed deliverables within the PANT[7] principles and capacity build to engage both local duty bearers and wider community organisations around the principles.
	Target 17.3 Mobilize additional financial resources for developing countries from multiple sources Our work with partners in both Mozambique and Kenya are designed and placed in strategic areas likely to attract further investments from private and public sectors. Our work in Kenya has attracted the interest of both a national solar home systems provider and an international wind turbine company. Based on our access to specific rural areas both are now gearing up for further investments and distribution of their climate friendly technologies. The decentralisation of budgets in Kenya including counties access to growing climate change investment funds is also being influenced by the program. In Mozambique, the program primarily works on getting better access for communities to revenues generated by private companies extracting natural resources.

Performing through partnerships

Our focus is on the mobilization of disadvantaged groups through local civil society organizations advocating for constructive linkages to duty bearers and legal foundations. The strategy will therefore contribute to the unfolding of the potential of a number of promising civil society partners in especially Eastern Africa.

In collaboration with solid long term partners and tailored theory of change models the exact focus of local interventions and support is determined. SE will neither engage in development activities on its own nor without clear contractual based agreements with at least one and preferably more local civil society partners.

Screening, shortlisting and final selection of any new operational partner follows a set of systematic guidelines [8]. Whenever possible this initial capacity assessment is supplemented by a period of practical assessments where a project or assignment of a shorter period (4 to 12 months) tests the actual professional and administrative capacities of the partner. To reinforce impact and having access to influential networks it is a requirement that our partners either have a strong presence in the areas of intervention and/or have access to national advocacy networks capable of supporting and communicating the results we achieve.

Partnership modalities

SE works with small to medium sized CSOs that already have a respected track record within their field of expertise and / or within their constituency. We collaborate with three main categories of partners: Operational partners, Strategic partners and Network partners.

Operational partners have long term agreements with SE and will always work under a set of mutual contractual obligations. They are crucial partners to SE and play a substantial role within our country programs. The operational partners in 2016 includes the following organisations: CREP, Suswatch, Osienale and Umande Trust (all Kenya), ADEL and Livaningo (both Mozambique) and MFC (Mali). The operational partners are influenced to work within a human rights based approach and are all well respected local advocacy organisations having their own technical areas of expertise

[7] Human rights based principles around Participation, Accountability Non-discrimination and Transparency
[8] Process for selection of new partners, July 2014

Strategic partners are attached to programs in agreements with the operational partners and on a registered capacity building need basis. These are respected institutions/organisations possessing specific knowledge around e.g. devolution issues, advocacy or climate change issues. The collaboration with strategic partners is more fluid and exist on an agreed on/off basis. Knowledge based institutions, organisations acting as temporal external monitors and national professional networks are all examples of categories of strategic partners. Current (2016) strategic partners include Muleide (gender), IPAJ (Lawyers association), and a network of environmentally concerned journalists (all Mozambique) and the Climate Center Network, Vired (NGO comprising of university lecturers in Western Kenya) and the Global south platform (all Kenya).

National and regional networks working on appropriate parts of the climate change agenda can be supported. When this happens, the additional value that SE brings to the table of the networks must be considered and described. When networks are joined by SE we exert influence either through direct or indirect representation within decision making fora. Current (2016) regional networks supported include a climate change network in West Africa (ACE-WA) and a climate change network in East Africa (PIPA). Both networks are supported under Danida's climate change facility and are examples of current meaningful cross fertilizations happening between regional knowledge based climate change networks and local hands-on programs working with climate change adaptation issues at district and county levels.

Consortia of civil society organisations comprising of national operational and strategic partners are build and supported in longer-term programs. Selected consortium partners are autonomous organisations and have the ability and willingness to supplement each other while collaborating around specific technical and advocacy issues. Local authorities are often handling civil society organisations on a one to one basis. When acting from the platform of a consortium in agreement with each other, consortia members will be able to leverage a larger influence towards decision makers. This happens when presenting joint positions to duty bearers and when frequently appearing together in meetings with authorities. Also, when meeting around an agreed program document and plan the consortia are expected to contribute with significant capacity building of each other as civil society organisations. This is systematically handled by frequently (in Kenya once a month, in Mozambique once every quarter) discussing best practices, most significant change stories and most effective ways of engaging local duty bearers at both community and provincial levels.

Single partner collaborations of shorter periods (1 to 3 years) can take place on a one to one basis. Bids to and implementation of single stand-alone projects will only occur when it clearly contributes to the general international strategy of SE. However, this model of collaboration is by SE considered to be less efficient and less sustainable than the consortium model mentioned above.

To gear our strategic investments into the consortia, partners are encouraged to find inspiration from and when feasible and in alignment with partners' own strategies and values contract and work closely with local private sector operators. Examples of this includes M-KOPA in Kenya (solar home systems) and TCT Dalmann, Mozambique (timber products). Where SE funds are involved the collaborations happen on clear contractual foundations referring to SE's general Code of conduct.

Relationship to partners

The relationship to our partners is based on the principles of mutuality. When we interact, we strive to do it with mutual respect, responsibility, trust and commitment. SE has experienced that partnerships that are too bilateral can foster economic and organisational dependency which must be avoided by being conscious about the level of contribution to each partner's yearly budget. Build into the collaboration modalities is a push on the partners to formulate projects or proposals which can be presented to either national funding mechanisms or international donors, again with a view to minimise dependency and maximise the effects of our collaborations.

Our collaborations must have clear intentions with frequent attempts to monitor the quality as well as the meaningfulness of the relationship. We monitor the quality of the partnerships to ensure that they bring about additional positive change for communities. Clear intentions are translated into tangible contractual obligations as well as concerted systematic efforts to register and report on less tangible process goals. Partners and consortiums are always involved in contract reviews and process monitoring and provided with the opportunity to comment and agree or disagree with the findings. An updated partnership manual / protocol guides the daily and annual collaborative framework[9].

The partner agreements come with an expectation that the partner is willing and capable to share knowledge and viewpoints into the SE organisation as well. Typically, this is materializing when contributing with south perspectives to national climate change campaigns, adding perspectives and inspirations to SE's volunteer wing by sending capable resource persons.

We embrace the complexity and diversity within which we work. This translates into a general approach where we interact with our partners as reflective practitioners, not as prescriptive experts. When additional technical expertise is required we first and foremost try to identify it locally before looking towards international levels.

Evidence based advocacy as a guiding principle

When SE engage in lobby and advocacy, being it in Denmark or through partners internationally, we work through *evidence* rather than easy *slogans* as a guiding principle. This principle goes back to the origin of the organisation that was based on the idea of pointing at feasible alternatives to nuclear power energy.

Hence, "the power of the example" as mentioned above, is an initial step in advocacy. Tangible and concrete examples of practical solutions to challenges, whether produced by SE initiatives or others, form the basis and evidence when engaging duty bearers to either replicate and scale up the "solution" or have it included in policies.

An alternative way to generate evidence used by SE and partners, is to carry out studies or small investigations that might point at problems or solutions which can be used as evidence when engaging duty bearers.

As is described further down, another principle guiding SE's advocacy work is to seek influence through collaboration rather than by confrontation. The evidence based approach as described above is a good tool in this respect.

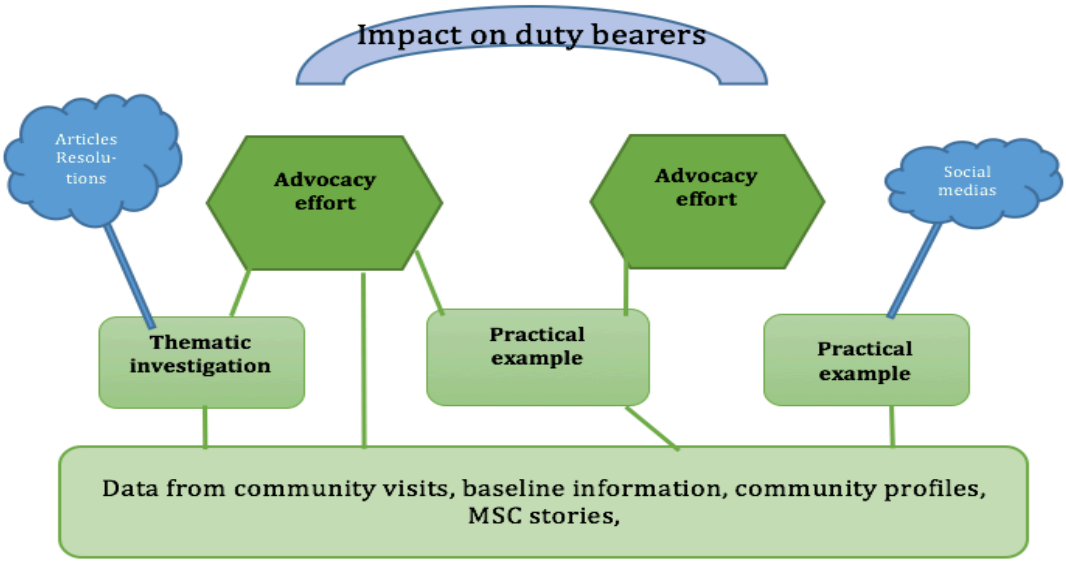
Conflict sensitivity is a primary focus in all our advocacy work engaging in ways that balance immediate poverty alleviation concerns with longer term environmental concerns. When working with the PANT principles we consider a balanced and contextual mix of the principles to be a crucial part of the conflict sensitivity.

SE's country programs in Mozambique and Kenya are build up around the necessity of local CSOs becoming stronger and more effective in performing as advocacy organisations. SE's ability to perform on the advocacy agenda is therefore closely linked to partners' ability to absorb capacity building measures and deliver as effective advocacy organisations within natural resource and climate change agendas.

The strategy for achieving the visions of both programmes requires considerable investment in partners' ability to collect and analyse data and disseminate findings and advocating for change with the most effective means and methods

A model used in both programs is illustrated on the following page:

[9] Partner Manual, SustainableEenrgy, August 2016.



To address sustainability concerns SE considers a gradual increasing ability and willingness from partners to carry out advocacy campaigns on difficult issues as important as the effects of individual advocacy campaigns in itself.

Results are monitored bi-annually partly by SE's partners working with communities, partly during SE's own biannual review visit to programs. Where possible external knowledge institutions and/or consultants are attached to programs to further capacity build partners to design, implement and evaluate advocacy campaigns.

Dissemination of results are via use of a variety of media platforms, workshops and issue papers communicated to duty bearers. Success indicators include the ability of the advocacy work to influence new strategies and budgets of counties and where private sector actors are involved, new investments from these into our target areas.

Adding value to the partnerships

SE subscribes to many of the same values and approaches as several other international and national CSO's. The uniqueness of the contributions SE brings to a partnership are on one hand rooted in our history and experiences from being a Danish civil society organisation with a well-defined agenda and on the other hand, a mix of well proven technical and process oriented approaches:

In general with all partnership modalities the strong national climate and energy engagement of SE provides for a unique opportunity to open for a deeper understanding of the global inter-dependency within climate change and resource use. This has practical and positive implications for the partners and by working closely together on concrete interventions, clear examples suitable for further national and / or international advocacy campaigns are generated.

When working as a partner in consortia with operational partners (Kenya and Mozambique country programs) SE's long national track record of promoting decentralized planning and decision making methods within the energy and environmental sectors is used as a natural point of departure for all interventions and discussions. The experience and commitment is translated into programs that invest in local knowledge and resources influencing talented and promising civil society actors to work with a

rights-based approach to development. The programs bind like-minded partners with different skills and sectoral experiences together in networks and consortia aiming at reaching the same goal. SE contributes to the network and consortia by facilitating the collaborations between matching partners. Influence is sought through multi-sector collaboration rather than confrontation. By working according to the mutuality principles, SE strives to inspire to more trustful and horizontal working relationships among civil society partners, primarily, and with public duty bearers where feasible.

Operational partners on the other hand adds value to the collaborations by having a detailed understanding of local drivers of change, by having sector defined expertise and by being able to react quickly to changing circumstances. Expectation and roles of participating partners will always be described in individual program documents and partner agreements.

When working within national/regional networks and with strategic partners SE's added value is often to represent a broader outlook into the networks on current international and national agendas whilst having the capacity to facilitate collaborations between often competing organisations. SE's own experience with its national energy and climate change work in Denmark is when relevant and feasible shared into the networks.

Evidence for added value is collected systematically and reacted upon in terms of adjusting collaborative approaches. Joint semi-annual reviews of country programs, frequent log-book entries around several specified 'value-added indicators' and periodic independent evaluations are the primary means of data generation. The table below is an overview of the annual cycle of review visits and collection and compilation of progress documentation. External evaluations are held towards end of program periods.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
PARTNER: Technical deadlines		Deadline 1/2 year reporting prior to SE						Deadline 1/2 year reporting prior to SE				
PARTNER: Financial deadlines	15/1 Q 4 accounts		15/3 Draft Audit report	15/3 Q 1 accounts. 1/4 final audit report			15/7 Q 2 accounts			15/10 Q 3 accounts		
SE: Deadlines and visits	TOR to partner	SE project / program monitoring visit	Mission report shared with team and partner	Newsletter	1/5 SE organisation annual report		closed 2-3 weeks due to summer holiday	TOR to partner	Late sep: SE Partnership Agreement visit	Mission report shared with team and partner	Annual negotiations with Danida	Newsletter

Innovation and knowledge creation with partners

SE considers the accessing of smart funding mechanisms and capacity building of partners and communities as being more important than technical innovation in itself. Innovation emphasises novelty rather than building on what has gone before, much of which is working perfectly but has been neglected in terms of being scaled up. Nevertheless, while support will primarily be given to facilitate the up-scaling of most promising interventions, we innovate with partners through ways of organising, working with and combining smart partnerships and tested technologies to the benefit of our primary target groups.

We understand and work with innovation in multiple manners: as ways of creating a new approach to development and advocacy (e.g. facilitating effective CSO consortia) , as ways of working smarter with financing mechanisms (e.g. working with new financing models for solar home systems through a private company in Kenya), finding better ways of delivering public services (engaging and accessing available public revenues in community effective ways), generating better management techniques (organising communities smarter to gain better access to duty bearers) or devising new technologies (only done in collaboration with private sector actors e.g. Vestas and minigrids in Kenya). We acknowledge successful

innovation only when it is locally applicable, has a convincing up-take and is tested positive for its sustainability prospects.

Ways of generating new knowledge with partners and between partners includes:

- The bi-annual joint reviews provide an opportunity for reflecting on the past six months learning while calibrating the expectations of the next 6 months.
- Partners are encouraged and supported to actively participate in relevant professional national networks and conferences.
- Representatives from partners are frequently provided with a platform, either physical or digital from where they can give first-hand accounts of e.g. climate change issues or broader resource management issues.
- Regional collaboration between tested and committed advocacy based CSOs around the climate change agenda and/or broader natural resource use issues is actively sought to be supported

Code of conduct

SE subscribes to a code of conduct inspired by the UN global compact. The code of conduct stipulates general principles within wages and working conditions, freedom of association and right to collective bargaining, discrimination, child labour and young workers, health and safety, corruption and bribery, environmental sensitivity and democratic principles. Collaborating partners are expected to sign up to the values expressed in our code of conduct.

All collaborations follow a human rights based approach attempting to adhere to ideal principles around participation, accountability, non-discrimination and transparency.

The contract between SE and partners stipulate a zero tolerance to corruption in whatever form or shade it takes. Sustained suspicion or clear evidence of corruption will be reported immediately to the donor. While corruption charges are investigated the partnership will be put on halt.

Exit strategies and termination of partnerships

National programs and regional climate change networking projects all start phasing out activities and documenting change 6 to 12 months prior to their planned termination. Partner contracts and program documents clearly mentions their expiry date. All current consortia partners are capable of sustaining themselves independently of the support and attention they receive from SE. A specific indicator in the frame program agreement expresses the expectation of a gradual and increasing further independency of all organisations collaborating with SE.

Partnerships are usually terminated in connection with the expiration of a contract. In such cases a planned phase-out period precedes the termination of the collaboration. Partnerships can also be terminated by either partner with a three months notice in case of serious breaches of trust between the partners or if sudden changed access to sources of funding occurs.