Energy, Environment & Democratic Development

– Keys for sustainable change in Africa

SustainableEnergy

Cover page: Teens on Ponta Gea Beach, Beira, Mozambique
Photo: Jakob Dall

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ABBREVIATIONS

ATA	Appropriate Technology Association
CBO	Community Based Organisation
CSR	Corporate Social Responsibility
Danida	A collective term for the development activities of the Danish Ministry of Foreign Affairs
DNENR	The National Directorate of Renewable Energies
ECOWAS	Economic Community of West African States
FUNAE	The National Energy Fund, Mozambique
HCP	Department of Humanitarian Action, Civil Society and Advisors
INFORSE	International Network for Sustainable Energy
LA	Local Authorities
LEDP	Local Environmental Development Plan
LEG	Local Environmental Groups
LTA	Legitimacy, Transparency, Accountability
MFA	Ministry of Foreign Affairs
MDG	Millennium Development Goals
M & E	Monitoring and Evaluation
MFC	Mali Folkecenter
MICOA	National Directorate of Environmental Planning
MSC	Most Significant Changes
NGO	Non Governmental Organisation
NNV	Norsk Naturvern Forbund
NRM	Natural Resource Management
NSEP	National Strategy for Environmental Protection
PARPA	Action Plan for the Reduction of Absolute Poverty
REEEP	Renewable Energy and Energy Efficiency Partnership
SE	SustainableEnergy
SEALAS	Sustainable Energy Activities in Local Areas of Sofala
SECODE	Sustainable Energy and Community Based Development
SIDA	Swedish International Development Agency
SSNC	Swedish Society for Nature Conservation
SUDEMA	Sustainable Urban Development Maputo
SUDEP	Sustainable Development and Environmental Protection
ToC	Theory of Change
UEMS	Urban Environmental Management Strategy
UtSS	Under the Same Sky
UN	United Nations
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

The world is in crisis: the western development model of unrestrained economic growth has met its borders and the planet is running out of resources and ecological space. Ironically, it is now when former developing countries like China and India are conforming successfully to this model, that its un-sustainability becomes acutely apparent. Climate change is real, and it is already felt by the underprivileged in the South who depends directly on their environment and whose capacity to adapt is the weakest.

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

- One is the connection between North and South. The challenge affects the whole planet, but the countries of the North have a special responsibility and a special obligation, because they have principal responsibility for the crisis.
- The second is the connection between development and climate. The climate is affected by the development of global society. The environment and climate problems are created both by an over-consumption that is not sustainable, and by a poverty that leads to environmental destruction in the daily fight for survival.

In Denmark our activities comprise of policy work, information campaigns, educational work, and free and impartial advice and counselling. In the South SE has for more than ten years worked with solutions benefitting the underprivileged faced with environmental challenges. By combining the two dimensions SustainableEnergy hopes to contribute to a more sustainable and just world.

SE has since 1992 worked with international development projects inspired by UNs' Local Agenda 21. Over the years the organisation has been in a steady flow of international growth and professionalization. The international department today employs 4 full-time and 3 part time advisers occupied with program and project activities in East and West Africa as well as in Southeast Asia. It is estimated that the active projects over the past 5 years have reached out to more than 250.000 people.

The organisation is engaged in both rural and urban areas in the South. Direct intervention in rural areas for more sustainable energy provision and natural resource management cannot ignore the underprivileged in the cities, whose demand for fuel wood and charcoal is increasing rapidly. Moreover the continued fast growth of the urban population and increasing environmental problems more or less out of control, urban areas have a great impact on surrounding rural areas, affecting the environment and natural resources.

The program builds its approach 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. Access to knowledge and capital – as both are often limiting factors for poor communities.

2 objectives guide SustainableEnergy towards delivering in the areas of engagement:

Objective 1: *'In the target areas policies and planning efforts are increasingly reflecting the energy and basic environmental needs of low-income communities'.*

This objective is concerned with the responsiveness of policies and plans to service the needs of low-income communities. To ensure sustainability SE will work towards that any energy and environmental planning undertaken will be an integral part of official local development plans.

Objective 2: *'In the target areas tangible improvements regarding sustainable energy production and consumption, NRM, basic facilities like clean drinking water, sanitation and proper waste management are implemented by the communities'.*

This objective acknowledges the need to supplement policy and strategy developments with working towards delivering tangible improvements to the communities via the Local Authorities or other local service providers.

A comprehensive monitoring system that includes quantitative and qualitative data analysis seeks to trace both concrete results and more lucid processes within partner organisations, local authorities and communities. Rather than emphasizing a mechanical registration of change, the monitoring encouraged to our partners by SustainableEnergy focus on registering behavioural changes and any emergence of new positive relationships between people and institutions.

1 INTRODUCTION

Two billion people, or one third of the world's population, have no access to clean, affordable and reliable energy; energy necessary for essential needs such as cooking, heating and lighting. The majority of the world's urban populations lack basic services as clean water, sanitation and solid waste management. Degradation of natural resources is closely linked to poor livelihoods in rural as well as urban areas and climate change is aggravating the situation, forcing the marginalised groups of people, living in fragile conditions to adapt to even more insecure living conditions. How can this situation change?

SustainableEnergy's (SE) international[1] approach builds upon the belief that the energy and environmental situation of the underprivileged can only be improved if people are actively involved. We believe that the underprivileged can influence their own lives and livelihoods – as they are not only part of the problem but are keys to the solution. We believe that support to civil society organisations and involvement of the poor as 'agents for change' will foster awareness, ownership and sustainability.

Our approach is to (i) mobilise the underprivileged through civil society organisations,(ii) capacity build them to take ownership and plan their own development, (iii) support them in implementing projects that serve as service delivery, as well as platforms for advocating sustainable solutions, and (iv) opt for policy changes.

1.1 National and International engagement

SE is a small player in relation to the global challenge of climate change. The climate crisis is not a crisis that is solved through a few years' of active efforts. It is a challenge that has come to stay, as far into the future as we can see. It challenges the population of the planet in every possible field. The current financial crisis is for instance tied up to the energy crisis, to the food crisis, and with the increasing scarcity of water and land. All the crises affect environment and climate development. It seems insurmountable.

But two crucial connections allow for action:

- One is the connection between North and South. The challenge affects the whole planet, but the countries of the North have a special responsibility and a special obligation, because they have the principal responsibility for the crisis.
- One is the connection between development and climate. The climate is affected by the development of the global society. And the environment and climate problems are created both by an over-consumption that is not sustainable, and by a poverty that leads to environmental destruction in the daily fight for survival.

SE is a player in both the North and the South. SE was founded in 1975 and has since worked for a society free of fossil fuels, substituted by sustainable energy before 2030[2]. In Denmark we are active in the political debate, through our regional Energy Service Centers (6 in total) we provide information to the citizens on energy saving solutions, green technology, and we participate in international foras on climate change and promotion on sustainable energy and living. SE's work in Denmark is based on the principles of local ownership, partnership with local authorities and decentralisation of decisions, very similar to the approach in the international program.

[1] SustainableEnergy is the Danish NGO VedvarendeEnergi's international department. In the document only 'SustainableEnergy' and its abbreviation SE is used.

[2] Energy Vision 2030, SustainableEnergy, November 2009

SE has since 1992, worked on an international agenda inspired by the course laid out by inputs and decisions coming from UN's Conference on Environment & Development. SE's approach in the South is to concentrate on development of mutual partnerships that make it possible for people to utilize their local resources better, and thereby generate employment and incomes. SE's activities show that it is possible to create hope and change with little money. The small projects, however, are up against big challenges the whole time. The climate change already threatens the livelihoods of Mali's farmers. Woodlands in Mozambique are currently put under record high pressure due to a combination of weak local governance, population growths and early effects of climate change. Declining or unpredictable rainfall patterns already force Kenyan smallholder farmers to seek into the big cities searching for other incomes thereby contributing to rapid and uncontrolled growth of slums in Kibera in the middle of Nairobi. Recognizing the limitations of its impact SE focuses its approach on people inhabiting the areas, working primarily with advocacy and capacity building measures amongst the target groups to put them in a stronger postion to address the challenges ahead.

1.2 From a project to a program organisation

SE has been engaged in international projects since 1996 and has over the years reached out and influenced the lives and livelihoods of thousands of people in more than 10 countries. Gradually, as experience was gained and the organisational capacity increased the project based approach to development was changed to a more systematic programmatic approach. In 2006 SE started focusing its efforts in fewer countries working with both urban and rural environmental problems.

During 2008 SE embarked on a longer application process to become an acknowledged program organisation under the civil society program funding facility with Danida. A capacity assessment undertaken as a compulsory part of the application process in 2008 found that:

"SustainableEnergy has during more than 10 years of international project work built a strong in-house capability and a wide range of successful experiences in carrying out projects in cooperation with local partners in Southeast Asia and Africa. SustainableEnergy is considered a prime candidate for a future program agreement with Danida[3]."

The backbone of the program application was formed by a number of well tested long term partners in Mali, Mozambique and Kenya implementing a variety of environmental / energy projects in both urban and rural settings. The application submitted in July 2010 was positively received and in the appraisal of the program document it was concluded that:

"... the link between the overall focus on a democratic development and the promotion of tangible sustainable solutions in relation to energy and environment is well designed. The approach is based on experiences and knowledge from Denmark adapted to the context where SustainableEnergy can add value. The two identified focus areas correspond to identified needs and to the competencies of SustainableEnergy, and together with the selected partner organisations there is well justified and adequate capacity to implement the proposed program. Furthermore, SustainableEnergy intends to link the local activities with international networking and advocacy, hence fulfilling the overall idea of a programmatic approach[4]."

[3] Mini-kapacitetsvurdering af SustainableEnergy, NORDECO, februar 2008, page 15.

[4] Appraisal Report of SustainableEnergy program Proposal 2011-2013, November 2010, MVH Consult.

On 1st July 2011 SE's embarked on its current program entitled "Energy, Environment & Democratic Development - keys for sustainable change in Africa". The program is composed of two thematic components: "Sustainable Rural Energy" and "Urban Environment".
In parallel to the Africa based program SE continues to implement projects in Vietnam. Experience from here within community mobilisation and local energy planning methods has in modified forms been successfully transferred to Kenya, Mozambique and Mali.

1.3 From a program to a frame-work organisation

During the summer of 2012 the Danish Ministry of Foreign Affairs (MFA) decided to open up for the possibility of existing program organisations to become frame work organisations. Based on a number of internal meetings SE found that its international department had the capacity and focus required of a frame work organisation. It was decided that SE should start the process of applying to shift its status from a program to a frame-work organisation. On 20th September 2012 SE was further briefed by MFA on the criteria for becoming a framework organisation. It was agreed that SE would make itself available for a capacity assessment by external consultants in early 2013. Pending the results of this assessment SE would proceed with its internal preparations and possible adjustments in order to be ready for the start of the framework agreement in January 2014.

On 7th January 2013 SE hosted a full day seminar with the capacity assessment team from Danida. The objective of their assignment was:

> *"… to provide the Department of Humanitarian Action, Civil Society, and Advisors (HCP) with a basis for decision regarding future support to possible framework organisations from 2014."*

The assessment was focused around five main criteria[5]:
- Administrative and technical capacity to plan, implement, monitor etc. the support
- Experience and involvement in the development cooperation
- Relevance of the work of the organisation in relation to the Danish development policies and strategies, including the objectives of the Civil Society Strategy
- The context of the developing countries
- The organisations own financial contribution and popular foundation in Denmark

SE received the final report from Danida on the 7 February 2013
In the report the consultants concluded that:

> *"SE has since the Capacity Assessment in 2010 further professionalized its international work with the employment of more staff having a broader development profile … Therefore SE has achieved a sharper visibility of the international work whilst at the same time the international department has maintained its close daily relations to the national activities." (p. 7, unauthorized translation)*

Annex 5 provides a full overview of the recommendations of the report including a process action plan on how SE intends to act on the findings of the consultants.

[5] Generelle retningslinjer for danske organisationer med rammeaftaler med Udenrigsministeriet, rev. juli 2012

2 SE CAPACITY

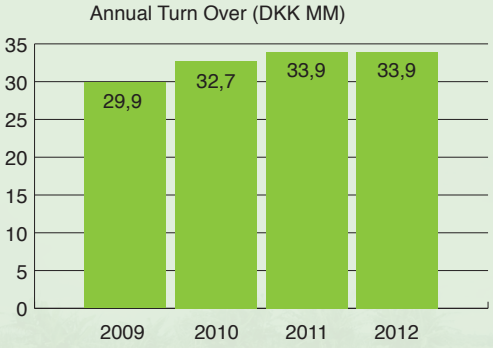
SE has developed substantially since 2006 resulting in a much higher capacity to engage in activities at national and international levels. The organisation has increased its number of employees to 20 of which 6 work in the international department. 20 active volunteers complement the permanent staff and work with a multitude of advocacy and information work in Denmark. A base of 1.540 members of SE ensures a wide outreach into the Danish society[6].

This chapter first informs about the organisational structure of SE and the annual turn-over. It then describes SE's information work and activities in the North and its global networking efforts. The chapter concludes with a description of the program and project activities in the South.

2.1 The Organisation

SE has in the period 2006 - 2013 raised their annual turn-over from DKK 22,3 MM to DKK 34,0 MM. The turn-over is composed of income from a broad range of clients of which "Energispare puljen" and Danida are the largest as shown in the figure below.

Economic Indicators



Equity DKK	1,3 MM
Income 2012 (DKK MM):	
Danida	11,7
National projects	3,0
Small projects	1,2
Energisparepuljen	15,7
Private funding	0,4
International donors	1,9
Total	33,9

SE was founded in 1975 as a group opposing the introduction of nuclear power in Denmark. The point of departure was a desire to provide sound and reliable alternatives to nuclear power. Over the years SE has evolved into dealing with sustainable development issues with an increased focus on the relationship between energy production, environment and climate change. A firm foundation in the general public is crucial for SE's work both nationally and internationally. In Denmark the member base and 18 local branches of the organisation ensures that SE continues to work for a democratically controlled sustainable development of energy production and our environment.

The General Assembly is the supreme decision-making authority, which meets once a year to elect its board. The Board deals with strategic matters and provides the broad policy lines for the organisations' work. The figure below presents the organizational structure of SE:

The Secretariat

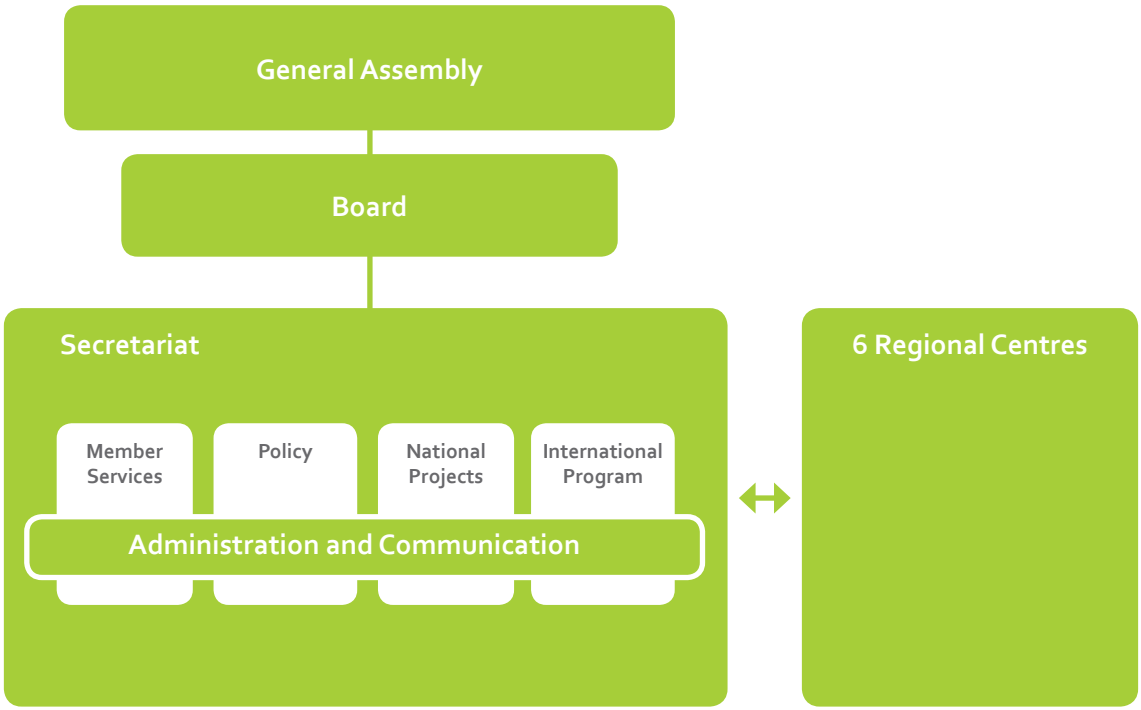
The secretariat is a service to the various departments and main responsible for coordinating the various activities in Denmark and internationally. The secretariat is divided into four departments working with: (i) member services, (ii) policy, (iii) national projects, and (iv) the international program. The administrative and communication unit provides support and services to the departments.

[6] See section 2.2 for an introduction to our activities in Denmark

SustainableEnergy
SE's international department is located in the main office, and is responsible for implementing the international program in collaboration with partner organizations in the target countries. The department is headed by an international director who is responsible for coordination, monitoring and evaluation and quality assurance of the program and its implementation. The international department has 7 advisors, 4 full-time and 3 part-time employed. 4 act as country coordinators for the implementation of the program in Mali, Kenya, Mozambique, and Vietnam.

Regional offices in Denmark
6 regional offices employing 60 people work with independent consultancy of citizens and smaller enterprises in energy saving and sustainable energy provision. The activities of the centres are coordinated in collaboration with the secretariat.

Financial stability
SE has over the years obtained a stable income and support from a broad base of funders as illustrated in the above figure. The organisation is well consolidated with an equity of DKK 1,3 million.



2.2 Information and advocacy in the North

SE has a wide range of communication activities in the North. These include advocacy for a better energy policy, direct counselling of end users on energy consumption and renewable energy and education materials for schools. Stronger awareness in the general public on climate change and the fact that the world's most underprivileged people and nations are hardest hit by some of the effects of global warming are just one of several messages that aims to create a stronger public involvement in combating climate change.

With a strong engagement in Denmark and in developing countries within the environment and energy sector SE has a unique opportunity to advocate for the linkages between North and South. The overall communication strategy of SE is based on better utilisation of existing

platforms and the creation of better synergies between what people can do in their own lives and what can be done for the world's poorest people. This means that the global perspectives whenever relevant in communication with Danish end-users and school pupils are included.

Many communication activities in Denmark are financed outside the frame. Only activities, with the primary objective to address issues in the developing world are financed by the frame program.

SE's platform and focus on information and advocacy
SE's program activities in the North are concentrated in Denmark. The organisation has more than 1.500 personal and institutional members and consists of 20 local energy- and environment associations. The activities in Denmark comprise of policy work, information campaigns, educational work and information services. SE uses its position and credibility as platforms for disseminating our agenda to the Danish public.

In the coming years SE will concentrate its information and advocacy work in Denmark on:
- Energy Vision 2013, a Plan documenting the possibility of combating climate change by transforming Denmark into a fossil free economy. (Outside of frame program).
- Information and counselling on energy conservation to households and small enterprises through the Energy Service Centres. (Outside of frame program).
- Development of Corporate Social Responsibility (CSR) partnerships with private companies. (Partly outside of frame program).
- Information, public support and mobilization of members. (Partly outside of frame program)
- Web and social medias. (Partly outside of frame program).

Energy Vision 2013
The Energy Vision is an ambitious and yet realistic plan documenting the possibility of transforming the Danish society from a fossil based economy to a green economy based on 100 % sustainable energy by 2030.
The plan documents how the goal can be achieved by investing in energy savings, wind power, solar energy and energy from biomasses. After launching the plan public meetings, workshops, campaigns and political meetings will be held.

Information and counselling
The Energy Service (In Danish: Energitjenesten – www.energitjenesten.dk) was established in 2005 as an independent energy consultancy service run by citizen-based organizations. Through 6 local/regional offices the Energy Service implements activities throughout Denmark. The aim is to promote behaviours and decisions that save energy and change energy use to sustainable energy sources - not only at home, but also at workplaces and in the transport sector. A global perspective is included whenever relevant. For instance in a do-it-your-self test an estimate on the personal CO2 emission is compared to average CO2 emissions pr. capita from Mali, Kenya and Mozambique.

Development of CSR partnerships
In 2012 SE adopted a strategy for strategic private sector cooperation also named CSR-partnerships. The objective is to reach new audiences for information on climate change, energy and environment in order to:
- Increase the awareness of the existence of SE and increase the number of members.
- Facilitate and market sustainable solutions by influencing private companies to carry out activities in a sustainable, social and environmental manner in developing countries.
- Add value by learning processes for SE and local NGO partners.

So far SE is gaining experiences from a strategic partnership on waste separation and management in Vietnam with the Danish company KomTek. In addition private sector CSR-partnerships are initiated with Danish companies operating in Kenya and Mozambique.

Information, general public support and mobilization of members
In early 2012, SE formulated a strategy for member recruitment and volunteerism. A firm foundation in the general public is important for the organization because public support is essential to curb climate change. Our goal is that in 2016, we have reached 2.000 members in the organization, an active youth and volunteer department and a number of active associations across the country. The strategy involves a changed focus on the type of members; from do-it-yourself type of members interested in the practical side of renewable energy towards members who are concerned with global issues such as climate change, resource consciousness, and sustainable solutions. This implicates that SE's international engagement will be integrated in all our external communications.

An important element in the strategy is to promote greater visibility of the organization. SE will thus participate in a number of outreach activities with like minded organizations, on Roskilde Festival, Folkemoedet on Bornholm, Danida's campaign World's Best News and EU's SustainableEnergy Week.

A newly created volunteer platform has attracted a great number of volunteers. Our philosophy is that volunteers in SE must have real jobs, real titles, and experience that their skills are upgraded. We currently have about 40 volunteers below 30 years. Because of the renewed interest, we have established a new department: UngEnergi (Youth Energy), for young people between 15 and 30 years. The first project: Sustainable Youth, received the 2012 Energy Fund Study price of DKK 100.000, and has further been supported by the European Commission and the Danish Youth Council. The project is implemented by UngEnergi and aims at giving young students in secondary schools tools for living a more sustainable life.

With UngEnergi we are working to become a youth organization under the Danish Youth Council. In 2014 we have plans to add an exchange program to UngEnergi, initially to work in Kenya, where the volunteers will be involved with specific tasks, useful for SE's international activities.

Web and social medias
Our web site: www.ve.dk was relaunched in February 2013 with the aim of being more informative, accessible and interactive. The intention was also to communicate a stronger focus of SE as an organisation with a global focus both in its Danish as well as in its international activities. Following the overall communication strategy better synergy between SE's largest website www.energitjenesten.dk and www.ve.dk has been established. Communication on global climate change and developing countries are concentrated on www.ve.dk.

The homepages have experienced a steady increase in number of visitors over the past 3 years

Visitors on www.ve.dk:
2010: 26,084 unique visitors.
2011: 38,164 unique visitors.
2012: 54,957 unique visitors.

Visitors on www.energitjenesten.dk:
2010: 141,326 unique visitors.
2011: 149,590 unique visitors.
2012: 243,202 unique visitors.

Global Network
SE was one of the founders and now an active member of the International Network for Sustainable Energy (INFORSE), a worldwide network of 175 NGOs working for energy efficiency and renewable energy, founded in 1992 after the UN Conference on Environment

& Development. INFORSE organises NGOs that promote sustainable energy in practice and with advocacy, often as part of the development agenda. The network is following selected UN processes including the international climate negotiations, where it is regularly represented and follows the new Climate Technology Center and Network. INFORSE is organised with regional networks in West Africa, Eastern & Southern Africa, and in South. SE supports the newsletter of INFORSE, Sustainable Energy News and INFORSE's secretariat is part of SE's main office.

Current Danish projects include:

Danish Projects	Focus	Budget	Client
Support to Energitjenestens 6 regional offices (2005 – 2014)	Counselling and information offices focussing on citizens and SMEs	DKK 127,0 MM	Dansk Energi
Bæredygtig Ung (2012-2013)	Sustainable living	DKK 0,1 MM	DUF and Aktiv Ung
"Se det virker" (2012-2013)	Information in primary and secondary schools on climate change issues	DKK 0,3 MM	Ministry of Education
Energy Fight (2012-2013)	Campaigns focussing on the youth	DKK 0,1 MM	Energifonden
European Volunteer Service (2012 -)	Exchange program for young people Annually	DKK 0,1 MM	EU Commission

2.3 Program and project activities in the South

SE is present with partners and programs in Kenya, Mali, Mozambique and Vietnam. With Vietnam as the exception all are ranked in the group of the 46 least developed nations in the UN human development index. Two of the countries, Mali and Mozambique are listed amongst the 6 poorest. All countries have well documented huge environmental challenges in both urban and rural areas. In the areas where SE operates these are further coupled with annual periods of individual food insecurity and dwindling access to sustainable energy resources.

SE has more than 10 years of practical working experience in all its current partner countries and therefore builds its intervention strategies on a solid foundation of contextual knowledge. While our program in Vietnam is phased out over the next year, SE will under this application seek to further consolidate its activities in West- and Eastern Africa. Although the regions receive plenty of attention from a variety of donors and INGOs, SE is present at the local level with a rare expertise that encompasses the knowledge of working with poverty mitigation, environmental management and access to sustainable energy sources. This expertise is funneled through our partners to both communities and national line agencies.

The table on the next page provides an overview of SE's current international projects. The text on the following pages will further detail the contexts and projects where SE operates with support from Danida.

International Projects	Focus	Budget	Client
Mozambique Sustainable Energy activities in local areas of Sofala (SEALAS) (2003 – 2013)	Farmers, small entrepreneurs, Local government administrations	DKK 8,3 MM	UM
Mozambique Local Energy & Development Centres, (2009 – 2013)	Farmers, small entrepreneurs, Local government administrations	DKK 0,6 MM	REEEP
Mali Sustainable Development and Environmental Protection (SUDEP) (2008 – 2013)	Community groups in villages. Farmers, women groups, local authoritiesFarmers, small entrepreneurs, Local government administrations	DKK 3,0 MM	UM
Vietnam Energy Alliance for Sustainable Energy Development in (2012 – 2013)	District energy planning Local and national energy policy	DKK 2,7 MM	SIDA
Vietnam Community-Based Sustainable Development (S-CODE) (2008 – 2015)	Community groups and local authorities	DKK 8,6 MM	UM
Vietnam Hanoi I to III, (2000 – 2012)	Local citizens groups	DKK 4,0 MM	UM
Mozambique SUDEMA (2008 – 2014)	Local citizens groups	DKK 3,7 MM	UM
Kenya SECODE (2007 – 2013)	Local citizens groups	DKK 9,0 MM	UM
Kenya Under the Same Sky (2010 – 2014)	Local citizens groups	DKK 9,0 MM	UM
Peace and Reconciliation in Kibera (2012 – 2013)	Local Citizens Groups, communities	DKK 2,2 MM	EUAid
Southern Voices Capacity building program, phase 2 (2012 – 2014)	Capacity building of regional networks on Climate issues	DKK 1,6 MM	UM
Regional programme, Africa (2011 – 2014)	Advocacy, community groups, local authorities	DKK 19,145 MM	UM

In addition to projects mentioned in the table SE supports network activities in Africa and South Asia via the Climate Capacity Consortium supported by Danida.

Project contexts in the rural setting

SE is present in rural areas in Mozambique, Mali and with support from SIDA in Vietnam.
The vast majority of people in the rural areas of developing countries depend on agriculture and the natural resources surrounding them to sustain a livelihood. With population increases, general weak local governments and in some areas frequent migrating populations the natural resources, traditional farming practices and local institutions with good governance practices are being put under immense pressure. A climate change which in some of our project areas already is visible and advanced coupled with a renewed appetite for "land-grabbing" of arable land by large national and international companies only add new challenges to families and individuals seeking to scrape out a livelihood. Being poor entail both immediate poverty as well as low possibilities to escape poverty, due to obstacles such as lacking access to a clean and affordable energy supply.

This result in a host of problems that hinders a process towards positive development:

- Education and productive activities are restricted to daylight hours.
- Without electricity or good access to sustainable liquid fuels, mechanical power cannot go above man and animals. This means that poor rural communities lack possibilities of increasing production substantially and in this way improve income and living conditions.

Without appropriate financing or a sizeable local energy market, prices for sustainable energy equipment will remain high. Private market actors and other stakeholders will have little ability or interest in entering the market or starting up local production due to high initial start-up costs and low expectations for future profits. In other words, they are 'out of development' and left with the option to migrate to urban areas if they want to be 'in'.

SE implements two rural based projects based in Mozambique and Mali and funded by Danida.

Mozambique

In 2011 the government of Mozambique presented a revised national strategy to combat poverty (PARPA III) covering the period 2011 to 2014. The strategy was largely a continuation of PARPA II aiming at increasing growth within specific business sectors by reducing bureaucracy and implementing measures to combat corruption. In addition, a more effective application of international aid, a greater mobilization of national resources, and decentralization were highlighted features. Protection of Natural Resources, production increases in the agricultural sector and improved access to energy in the rural areas were all mentioned as some of the key focus areas of the strategy.

The Sofala Province, which is located in the central region of Mozambique has since 2004 been the focus area of SE local environment activities.

The objective of the Sustainable Energy Activities in Local Areas of Sofala (SEALAS) project is twofold:

1. *Poor communities in local areas of Sofala are empowered to identify, plan and implement integrated sustainable energy activities/projects by 2013.*
2. *The Energy Policy in Mozambique is increasingly reflecting the energy needs of poor communities.*

SEs program in Sofala province collaborates with several line agencies, ministries and institutions within natural resource management and energy. All are represented in the project steering committee that meets twice a year to review and discuss progress made. The government is represented through the National Directorate of Renewable Energies (DNENR) under the Ministry of Energy and the National Energy Fond (FUNAE).

DNENR is the central organ for promoting the development and use of renewable energy technologies through policy making. DNENR promotes micro hydro electric systems in rural areas. It further spends resources on identifying potential sites for the implementation of renewable energy sources and securing funding for these projects. The DNENR is divided into the department of Biomass and the department of Alternative Energy.

FUNAE focuses mainly on renewable energy technologies and rural electrification. It has funded numerous projects and continues to assist the private sector and non governmental organisations with regards to information required for entering the energy sector in Mozambique. FUNAE should be a key instrument in the implementation of sustainable energy solutions in Mozambique, but has difficulties in reaching the poor communities. Being a centralised organisation with a main office in Maputo the focus has been on larger projects, not addressing the needs in the local communities. Further, there is very little capacity across Mozambique to propose, prepare, develop or operate the kind of affordable energy systems that FUNAE can support.

As the district authorities are barely able to provide for even their recurrent expenditure, environmental and energy supply problems hardly get addressed. The local authorities are not able to address the public demands made on them due to budgetary and manpower constraints. The lowest administrative level is the Administrative posts. In each of these areas a local administrator is appointed by the district administrator. Each district comprises of 3-4 administrative posts.

The local NGO sector in Sofala is very weak. It is difficult to attract qualified staff and major projects are usually managed by international NGOs which are supporting local CBO's. Most local NGO's operate in the field of Health and HIV. Still all major well-established Mozambican NGOs are operating from Maputo and only few have activities in Sofala.

The project is implemented through the local partner NGO ADEL (www.adelsofala.org.mz.) SE has worked closely with ADEL since 2004 with energy and environment issues. Not least due to its leading role in national energy network FEDESMO, ADEL has developed into becoming a well respected national NGO dealing with sustainable energy issues in rural areas. The energy network is a forum where active national NGOs working in the energy sector can coordinate their efforts and meet on an annual basis with government representatives.

SE has been instrumental in facilitating the formulation of ADELs organizational development plan. The plan is being reviewed on an annual basis and contributes to ADELs current position from where it is capable of attracting other international donors.

Mali
SustainableEnergy's activities in Mali are focused in the Koulikoro-region. The region surrounds the capital Bamako and is the most populated region in the country.

The objective of the project is:
Natural resources in Kati Cercle are managed more sustainably through the intervention of communities and local authorities. Environmental degradation caused by deforestation and climate change is mitigated and the state of the forest has improved by the year 2020.

At the time of writing (May 2013) the Koulikoro region has been one of the least affected regions in Mali in relation to the conflict, and project activities have been able to continue unabated. Refugees from the south in and around Bamako have slowly started to return. National

elections are currently scheduled to July 2013 and it is still early days to predict how the situation in relation to the conflict will develop. However, due to its long presence in the area and a profound understanding of the local power structures SE is in a particular good position to be able to continue its work. Should the socio-economic conditions in the current project area change dramatically due to the conflict SE will adjust its approach and make conflict sensitive screenings of all activities and inputs. A further escalation of events can eventually force SE to close down its activities. As SE has no permanent staff and no substantial assets in the project area this can be done very fast.

The main nerve in the area is the River Niger which flows from Guinea, through Koulikoro and Bamako, and continues East, North-East to Segou and Gao. To the North the Sahara deserts begins but the main part of the region is Savannah ideal for both farming, herding and fishing. The rural areas in the proximity of Bamako are under a bigger pressure for wood cutting than other parts of Mali. During the past decade the firewood business has led to deforestation and land erosion in the area that was once covered with forests.

The rural population participates in the firewood trade even though they realise the damage done to the forest. Diminished and more unpredictable rainfall – probably largely due to climate change – has put increased stress on food security in the area, and women and young men embrace the opportunity offered by commercial wood cutting for an extra income to support their households – especially in the 'hungry season' (July – August) where food stocks are low.

By law, management of land and natural resources is the responsibility of the regional authorities: region, district and commune. The regional authorities are required to carry out sound environmental management practices as well as implement the national policy on environmental protection. The key local player in the decentralised administrative setup is the commune. High illiteracy levels, weak internal capacity, a general lack of physical resources as the central government is reluctant to transfer tax remittances and a very complex often contradictory natural resource legislation hinders the communes in carrying out its mandate.

NGOs have been playing a stronger and stronger role in Mali ever since the public upraising in 1991 that led to the present republic. Community Based Organisations (CBO) are widespread in the country. In every village there are village associations of different sorts. Associations for economic activities such as livestock keeping (l'embouche), poultry keeping, cotton farming, herding and for women and young men. It is often through these that villagers and NGOs cooperate.

SE's current project in Mali is implemented through our local partner Mali Folkecenter (MFC) (www.malifolkecenter.org). MFC was established in 1999 and SE has worked closely with the organization since 2004. MFC Nyetaa's mission is to get elected officials, local population, community based organisations and NGOs to work collectively towards the goal of sustainable development. MFC Nyetaa's work focuses on long-term development via "learning-by-doing" and by working in close collaboration with the local population and decision makers. MFC Nyetaa has its thematic focus on good governance both locally and nationally, local economic development, natural resource management and renewable energy. Special attention is given to civil participation both locally and nationally, gender equity and applied research.

Today, MFC Nyetaa consists of 38 employees with several field offices around the country. Its professional capacity includes engineers, agronomists, economists, socio-economists, socio-environmentalists, anthropologists, sociologists and technicians.

Project contexts in the Urban setting
Urban centres continue to attract increasing numbers of migrants from rural areas searching for employment opportunities and better living conditions. Today two-thirds of Africa's urban population is forced to live in unplanned highly dense settlements, with inadequately provided and maintained physical infrastructure.

The problems, facing the urban poor are characterised by:
- High building densities with high risks of fatal fires and little privacy between neighbors. Most houses are also overcrowded with often 2 people pr. bed or madras
- No safe and effective solid and liquid waste management causing filthy, dangerous and stinking environments between the houses.
- Unreliable or insufficient provision of domestic water. Most often the water is contaminated, causing high risks of permanent illnesses within the household.
- Insufficient storm water drainage systems causing widespread flooding of ground floors, walk ways, open spaces and roads. Private property and building constructions are destroyed during long and heavy rains.
- In many slums, dangerous and unpleasant air pollution from local or neighboring workshops or production units penetrates the air.
- In most slum areas the provision of recreational areas for kids, youth and adults are minimal and far too limited to cover the need. In addition, the few spaces existing are in most cases dirty and filled with dumped solid waste.

In Southeast Asia similar problems face the underprivileged in urban and peri-urban settings. Although the city-planning is more developed, the buildings are often overpopulated, and expanded beyond planning-limits. Especially uncontrolled rapid expansion of industries and traffic cause air and water pollution. Similarly un-managed solid waste is becoming an increasing problem.

SE is implementing a number of urban development projects in Mozambique, Kenya and Vietnam, four of these are funded by Danida.

Mozambique
SE currently implements one Danida funded project in Maputo.

The objective of the project is:
1. *Tangible improvements regarding basic facilities like clean drinking water, sanitation and proper waste management are implemented by the communities in the bairros of Plano Caniço A and B in KaMaxaquene district by the year 2014.*
2. *Poor and low-income communities in the target area are empowered to participate in and influence the urban development process in KaMaxaquene district by the year 2014.*

The project works with and supports the intentions in the national strategies on environment and poverty and is closely intertwined with local communities in one of Maputo's districts.

The major national strategies addressing environment are the Urban Environmental Management Strategy (UEMS) the PARPA III and the achievement of the Millennium Development Goals (MDG). At provincial and municipality level, these strategies are

incorporated in the development plans for urban environment. However, although the policies at national and municipal level emphasize good governance, public participation and improved living conditions, the implementation is slow due to organizational and administrative difficulties.

The overall coordination and planning at national level is done through the Ministry for the Coordination of Environmental Affairs. The principal departments related to the activities are the Urban Environment Department, within the National Directorate of Environmental Management (MICOA) and the Housing and Urbanisation Department, within the National Directorate of Physical Planning. At provincial level MICOA is represented through the Provincial Directorate for the Coordination of Environmental Action.

The Maputo City Council is overall responsible for provision of services like water, sanitation, maintenance and improvement of drainage systems, and solid waste management. The Municipality is facing numerous problems with the implementation of their strategy: little human resource capacity, lack of skilled planners, limited funds, and poor response and participation by consumer groups and the civil society in general.

In general civil society organisations in Mozambique are weak. Almost 90 % of the NGOs in Mozambique were established in the 90's after the peace treaty in 1992. There are only a few NGOs working with urban environment, where Livaningo is one of the most experienced. The strongest CSOs are placed in Maputo and it continues to be an issue to attract both qualified institutions and qualified individuals to work and stay outside the big cities.

SE's urban partner in Mozambique has since 2006 been Livaningo (www.livaningo.org.mz). Livaningo is a registered Non-Profit NGO established in 1998 and based in Maputo. The organisation is focusing at advocacy and mobilisation of the civil society in matters referring to environmental problems. The organisation was founded by 17 members and has today 25 active collective members. The organisation is today considered as one of the leading environmental NGOs in Mozambique especially within advocacy and activism issues.

Kenya
SE is responsible for two urban projects in Kenya in areas of unplanned settlements in Kisumu (SUDEMA II) and Nairobi (Under the Same Sky).

The objective of the SUDEMA II project in Kisumu is:
Poor and low-income communities in the target areas are empowered to participate in and influence the urban development process in Nyalenda, Manyatta A, Manyatta B and Obunga by 2013.

The objective of the "Under the Same Sky project in Nairobi is:
By the end of the project period (2014), 3 schools in Kibera operate successfully as Learning Centres for Environmental Education and Sustainable Development.

In Nairobi, an estimated 1.8 million people live in unplanned settlements, roughly 60 % of the city's official census population of 3.0 million. These 1.8 million people are confined to an area of less than 5% of the total municipal residential land. Some 200,000 people add to the population of the city annually. Only 22 percent of informal households have water connections and 75 percent have access water through water vendors.

Kisumu City has an estimated population of 322,734 people. Although ranked as the third largest city in the country, it has the highest urban poverty level (48 percent against the

average national level of 29 percent). Informal settlements account for an estimated 60 percent of the city population. Garbage collection efficiency is a mere 20 percent and only 10 percent have sewerage connections. Over 60 percent of the slum dwellers obtain their water from unsafe sources resulting in high rates of water and sanitation related diseases.

Urban centres continue to attract increasing numbers of emigrants from rural areas, thereby exacerbating the deterioration of the urban environment. To compound these problems the local authorities in Kenya have been unable to address the ever-increasing demands made on them by the swelling populations due to poor economic performance, manpower constraints, poor management and bad governance.

Civil society organisations have for many years played a strong role in Kenya. As opposed to the often chaotic political situation the civil society organisations have been the stronghold for many poor communities. Unlike many other African countries NGOs and CBOs are numerous in the cities and are often the only entities supporting communities in their struggle for a decent life in the unplanned settlements.

SE's projects in Kenya is implemented through our local partner Umande Trust. (www.umande.org.) Umande Trust is a rights-based agency, that believes that modest resources can significantly improve access to water and sanitation services if financial resources are strategically invested in support of community-led plans and actions. Their mission is to be the partner of choice in transforming water supply, sanitation and environmental services in close partnership with communities in Kenya's urban centres.

"Umande" is the Kiswahili term for dew - connoting a new, unbiased, nascent beginning; not recycling the ideas of yesteryears. Prof. Saad Yahya and the founding trustees settled on this brand because of the growing disillusionment with business-as-usual approaches to development . They desired an agency that would experiment, dream, and adapt innovative processes and methods to learning from, sharing and transforming with urban communities.

Vietnam
SE is responsible for the implementation of the "Community based sustainable development in peri-urban areas in the Ha Nam province, Vietnam."

The objective of this project is:
Enhanced capacity of poor and low income communities to influence the creation and management of an improved local environment by 2011.

In the Ha Nam province management of solid waste and waste-water, as well as clean water supply are the most critical issues for especially the underprivileged people. The peri-urban setting is characterized by rapid urbanisation, declining farming and insufficient or non-existing infrastructure. Local cement factories create heavy air-pollution, and in the summer a lack of power capacity causes the authorities to shut down the electricity supply to whole towns for up to one day at a time. In collaboration with district authorities the project has been able to introduce new low-cost solutions and mobilize the communities, both with political and financial support from the District. As a result new income-generating activities are now spreading in the areas, mainly based on reusing organic waste for various agricultural purposes.

Vietnam has made a remarkable progress of economic growth, which has helped to lift large segments of the population out of poverty. The rapid development has mainly been a result of reforms that began in 1986, which included redistribution of land to rural households.

However, the benefits of the reforms are decreasing, causing a shift from agriculture to incorporating the development of industry and the private sector.

Urbanisation takes place at the urban fringe where suburban communes and previously isolated villages are absorbed into cities and towns. Available agricultural land shrinks every year. As Vietnam's population is growing there is a need for solutions to the agricultural sector's limited capacity to deal with the current and future labour force. The peri-urban areas are at the heart of this situation.

Through the project SE seeks to support two core national environmental strategies:
The National Strategy for Environmental Protection (NSEP) addresses the need for protection of natural resources by pollution prevention. It has three broad objectives of pollution prevention and control, conservation and sustainable use of natural biodiversity resources and improving the environmental quality in urban, industrial and rural areas. The NSEP aims to link environmental protection efforts to poverty reduction strategies.

The National Agenda 21 (Strategic Orientation for Sustainable Development in Vietnam) seeks to integrate socio-economic development with environmental protection, and encouraging the strengthening of management capacities, the participation of the whole society, as well as the establishment of local groups responsible for environmental protection, natural resource management and development of community-based demonstration models.

The project will not be part of the new frame-work agreement with Danida. A short bridging period will cater for the period up until 31st December 2013 where-after the project will be phased-out and closed.

3 SE APPROACH AND STRATEGY

By design and conviction SE's current project portfolio delivers directly into "The Strategy for Denmark's Development Corporation" http://um.dk/da/danida/det-vil-vi/udv-strat/ "The Civil Society Strategy for Danish support to Civil Society in Developing Countries" http://um.dk/da/danida/samarb/civ-org/dok/strat/ and the "United Nations Millennium Development Goals" (www.un.org).

Under the thematic headings of "Energy, Environment and Democratic development" SE works with one approach in both rural and urban areas, as they are closely linked together.

Direct intervention in rural areas for more sustainable energy provision and natural resource management cannot ignore the underprivileged in the cities, whose demand for fuel wood and charcoal is increasing rapidly. Moreover the continued fast growth of the urban population and increasing environmental problems more or less out of control, urban areas have a great impact on surrounding rural areas, affecting the environment and natural resources. Direct intervention in the urban slums is a solution which is urgently needed. But also development of smaller urban centres, rural towns and secondary towns in order to decrease migration from rural areas to the larger towns and cities is part of the solution.

A particular challenge is to address the peri-urban areas as population pressures increase around the urban centres and previous rural farm land is occupied. SE is gaining good first hand experience of this in Vietnam.

Based on this cause-effect scenario, a continuous context analysis and the actual capacities of our partners and target groups SE builds its approach 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. Access to knowledge and capital – as both are often limiting factors for poor communities.

This chapter first provides an overview of our Theory of Change (ToC). It then moves on to briefly explain how the three guiding pillars are played out in practice and how we seek to monitor progress around them. The final sections describe SE's stand and reaction to corruption and how we plan to exit existing partnerships. The chapter concludes with a concrete vision for the near future.

3.1 Theory of Change

SE's ToC, is fully illustrated in Annex 7. It is based on a number of assumptions and rationales that explain the linkages or causal connections between the precondition set and the envisaged change (outcome). The ToC also describes the linkages between interventions (activities) and outcomes. Moreover the ToC provides the stakeholders in the program with a strategic planning tool that maps the intended change processes and guides project implementation.

The ToC maps the relationship between program interventions, outputs, objectives and the development goal. The program activities and results are thus levers to spur the changes that are necessary for the realization of the development objective either in or beyond the program period. However, the success of program intervention to spur change depends on the validity of assumptions and rationales. By explicating these, SE is critically aware of potential pitfalls and seeks to continuously evaluate and address challenges in relation to the multilevel change processes of the ToC.

The ToC is furthermore intended to work as a road map playing a role in the monitoring and evaluation (M & E) of the particular linkages between program activities and intended outcomes/changes. It does so by effectively highlighting key assumptions and rationales on which program success may depend.

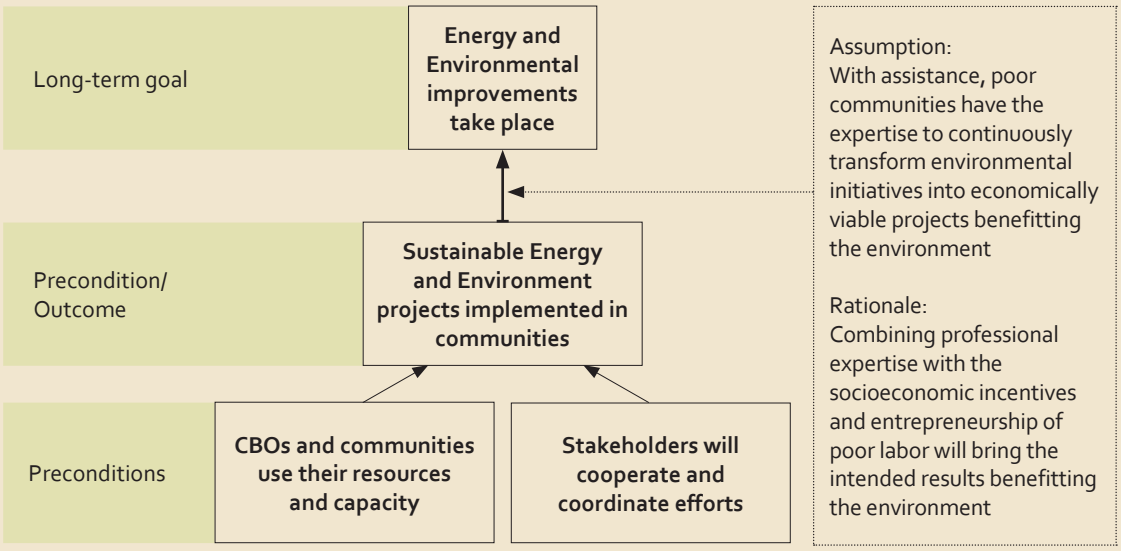
The assumptions made in the program reflect underlying theories of social change and are moreover based on empirical evidence derived from SE's many years of development work.

Research and debate on social change and development theories also impact the background for examining issues, which are relevant for the ToC. The ToC and its inherent assumptions are regularly debated with the partners and 'darlings' are removed when monitoring and reviews provide us with new knowledge of possible 'problems' with the assumptions.

The figure below is a simplistic illustration of the causal linkages in the ToC model: SE operates under one assumption that need to hold true for the flow of change between precondition and goal to succeed. Further, the precondition corresponds with the incremental development objectives, leading up to the ultimate development goal, in the outcome map below. Assumptions on LA's sufficient inclusion of CSOs as development partners are expressed in the bottom right box of the ToC, corresponding with outcome challenges of the outcome map further below.

Theory of Change

In the first stage of theory development, participants discuss, agree on, and get specific about, the long-term goal or goals. After that participants start to design a simple map of the preconditions required to bring about the long-term goal. The example is a part of the program ToC. One of the long-term goals, or change, we want to see is that: Energy and Environmental improvements take place in the communities. To achieve that goal, there is one precondition: Sustainable Energy and Environment projects are implemented in communities. One assumption operates behind the two top boxes under the arrow: With assistance, poor communities have the expertise to continuously transform environmental initiatives into economically viable projects benefitting the environment. Finally, the bottom two boxes contain two changes that need to come around: (1) CBOs and communities use their resources and capacity, and (2) Stakeholders will cooperate and coordinate efforts.



3.2 People First

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 if the communities are properly assisted and supported in participatory local development planning. 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, involvement in implementation of local development, increased local contribution to project implementation, and increased government support to local development. The approach builds upon the concept of Local Action 21 (www.en.wikipedia.org) (former Local Agenda 21).

Box 1: Focus on poverty reduction

The overall goal of Denmarks development assistance: "To combat poverty and promote human rights...."

The MDG 2015 goal no. 1: Halve, between 1990 and 2015 the proportion of people whose income is less than USD 1 a day.

During the past 5 years more than 250.000 people living in some of the poorest regions of the world have been under the direct influence of SE through the support to and facilitation of hundreds of vocational trainings, advocacy seminars, awareness programs or interactive workshops with local government staff.

As all our projects are active in strong national networks that work towards influencing local and national energy related policies many more have been indirectly affected.

Directly and indirectly SE supports both NGOs and CBOs as change agents and defenders of rights and democracy. Even if formal democracy is a reality and a progressive constitution exists, the abuse of human, social, economic and political rights is a widespread phenomenon. SE targets the relationships between actors; between the state and formal organisations involved in advocacy, popular organisations and movements, professional organisations, community organisations and traditional structures.

Our collaboration with local civil society organisations works towards strengthening them 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.

Box 2: Supporting and building a strong civil society and encouraging democratic institutions.

Strategy for Denmarks development cooperation, Social Progress: "Support the ability of civil society organisations to hold governments accountable for social goals and commitments."

Strategy for supporting civil society in developing countries: " Denmark will place greater emphasis on civil society organisations working with standards for good governance, sensible division of labour, popular foundation and inclusion of target groups in decision making processes".

SE currently partner directly with 6 increasingly strong and influential civil society organisations in 4 different countries.

All our partners are active at both national and district levels. Through these we work with more than 300 community based organisations based in villages in the Sahel area, in some of the rural areas of Mozambique and deep into slum areas of Nairobi, Kisumu and Maputo.

The core of our support is concerned with bringing about change and development through the use of participatory principles, investing in activities that trigger reflections and actions on better governance whilst encouraging and supporting democratic principles.

3.3 The Power of the Example

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.

For instance, at the community and district levels SE works with local energy planning tools. By first mapping out the existing consumption patterns and holding these up against available resources communities are mobilised to plan and implement local energy plans. The development of the plans and implementation of solutions builds upon local experiences and capacity that often exist within the communities. The plans are used to connect the communities to district authorities, the private sector and / or other donors where SE's partners facilitate the contact and dialogue. An example is created and further demonstrated to neighbouring communities.

Facilitating the creation of a local energy 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, workload of the household 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.

Insisting on gender-balanced approaches towards the partners is part of stating the good example. Project plans 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.

Box 3: Addressing gender inequalities	
Strategy for Denmarks development cooperation, Human rights and democracy: "Work to strengthen gender equality and to ensure the rights of women and girls". The MDG no. 3 "Promote gender equality and empower women".	Gender issues and awareness of the impacts of activities on gender balances is part of all SE projects. In our project areas it is the women that are discriminated against. SEs projects have over the past 5 years reached out to 125.000 women providing them with particular skills and advocacy tools. The same number of men has been reached with gender related examples and messages.

Other demonstration projects are defined as new and innovative ways of e.g. preparing a training program, construction of ablutions blocks, provision of clean water, provision of electricity by introduction of bio fuels, information- and awareness campaigns in dramatized scenarios like Forum theatre. Demonstration projects are considered as a strategic intervention which can be risky and therefore have a high share of economic support from the program. The rationale is that if the projects perform well the pilot projects are brought into the mainstream with a high degree of self-financing.

Box 4: Introducing more efficient green technologies	
Strategy for Denmarks development cooperation: "Contribute to increasing the access of developing countries' to sustainable energy and increase efforts towards more sustainable and resource efficient management and use of energy and water".	SE only works with low technology solutions that are within the reach of poor communities. SE sees the introduction of the technologies also as a mean to work with more profound structural issues around poverty mitigation, livelihoods, human rights, gender issues and advocacy activities for disadvantaged groups. Examples of present successful interventions includes the development and promotion of fuel efficient stoves, Jathropa cultivation for oil extraction, waste separation and composting, low cost waste water treatment systems and support to the installation of a number of solar generated electricity systems.

Tested and documented results from the districts are at a different level on an annual basis carried into national network organisations. The results are frequently innovative ways of collaborating and organising activities but can also be examples of low-cost sustainable energy solutions.

Box 5: Facilitating and supporting national networking mechanisms	
The Danish Strategy for supporting civil society in developing countries: "Denmark will support the capacity of civil society organisations to establish, develop and participate in national, regional and international networks".	All our partners are influential members of minimum 1 national network often encompassing not only civil society organisations but also members from relevant line ministries. Purposes are to communicate field based results and to lobby for more effective energy related policies and legislation. To the extent possible SE seeks to be represented in the annual assemblies thereby influencing direction and decisions.

3.4 Access to Knowledge and Capital

Having access to knowledge is often 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. Land grabbing is also more and more widespread.

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

SE supports advocacy activities aimed at policy change in favour of the target group 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.

Box 6: Securing more robust livelihoods and environmental sustainability

Strategy for Denmarks development cooperation, Green Growth: "Promote innovative technological and financial solutions in the areas of agri- culture, forestry, environment, energy, water and climate". MDG goal no. 7 "Ensure environmental sustainability"	Change and development is often best supported via interventions that have an immediate potential to improve the livelihood security of the target groups. The intervention itself is used as a leverage to work with more abstract issues around good governance and human rights. In the rural areas where food deficiency is often an issue SE supports a variety of income generating activities ranging from bee-keeping to kitchen gardens. In the urban areas support is for example provided to compost making and urban agriculture. About 300 saving groups have been established through our partners giving access to cheap and reliable capital for individuals.

The saving groups can act as a safe deposit or fulfill a financial need in a limited period. Through the participation in Credit & Saving schemes, the community members get experience with economic planning and management. By joining a saving group community members are mobilized towards common goals and priorities. This increases the social capital and can be an avenue to democracy in action. With people organized in saving groups it becomes easier for the program to assist with capacity building and raise awareness on issues which can influence their living conditions (e.g. business training, waste management, sustainable charcoal production, environmental improvements).

The groups have typically 10-20 members and they each contribute a small amount each week/ month. A loan capital is slowly build up which will be available for groups or individuals for small investments. The actual loan periods are short, typically 2-6 month and payback rates high.

Box 7: Actively supporting better aid coordination

Strategy for Denmarks development cooperation, Results and Efficiency: "Ensure that our development cooperation is based on the aid effectiveness principles of ownership, harmonisation, alignment, results and mutual accountability".

Strategy for supporting civil society in developing countries: "Denmark will strive to encourage civil society organisations to apply relevant principles from the Paris declaration in their work, such as local ownership, use of and adaptation to local systems, harmonisation and coordination of efforts, and results-orientation". With increasing capacities of our partners in the South more and more international NGOs and donors wish to channel their funds and support through the organisations.

To improve the effectiveness and coherence of the aid SE is currently working closely with NNV (Norway) in Mozambique, with SSNC (Sweden) in Vietnam, with Oxfam (UK), Practical Action (UK), Urban Matters (Holland), Cordaid (Holland) in Kenya and with WWF in Vietnam.

www.naturvernforbundet.no/english/
www.naturskyddsforeningen.se/#googtrans/en
www.oxfam.org
www.practicalaction.org
www.urbanmatter.nl
www.cordaid.org/en/
www.vietnam.panda.org

3.5 Monitoring and Evaluation

Our monitoring system caters for both process and results as the two are closely intertwined. A good process must lead to a tangible result that often in it-self starts new change processes. For instance, while looking for evidence that local institutions have become better at practising sustainable forest management or have success with introducing and selling improved cooking stoves we particularly seek to monitor whether the support and interventions also as intended have led to increased feelings of empowerment and signs of whether local governments, private entrepreneurs and communities connects in new and constructive manners.

Notwithstanding the value of having a frequent close contact (by Skype and mail) to the partners responsible for the individual projects SE implements a number of specific monitoring events that includes:

Reporting events occurs in connection with the semi-annual progress reporting from the partners. SE's reporting format caters for the recording of both quantitative aspects in

relation to the monitoring of progress of outputs mentioned in the log-frame, chapter 4, as well as more qualitative sections requesting the partner to reflect on progress within gender, empowerment of communities and collaboration with local authorities. Key findings in these reports are reflected in the annual program report submitted to Danida by SE.

Interactive monitoring events between partner staff and SE staff occurs in connection with the semi-annual review visits from SE. These visits are of duration from 1 to 3 weeks depending on needs of the partner and status of the collaboration. The agenda of these visits include clarification of issues brought up in the progress report, budget status, tracing of progress related to the outcome level and discussion of feasible overall strategies. Also, once a year all directors and SE meet to discuss progress in relation to the individual organisational development plans as well as general issues in relation to overall program monitoring.

Partner initiated monitoring events are monitoring events planned and carried out by the partner organisations themselves. The partners are obliged to monitor results in relation to indicators and assumptions in the project plan. Adding to that all partners frequently collect stories from the target group according to the Most Significant Change methodology. This approach seeks to monitor changes in more abstract areas such as empowerment and governance. Stories told by community members are used by SE and our partner organisations to constantly challenge our own assumptions on how we best assist the target group. Currently we use the Most Significant Change (MSC) approach to monitor perceptions within the domains of "Governance and Empowerment" and "Improved Livelihoods". The methodology is also used as an internal capacity building tool making partner organisations aware of their own priorities in relation to development.

External events occurs when the partner is scrutinized by an external organisation. Once a year the partners are being audited according to Danidas standards. The auditors report back to SE and to SE's auditor. Once every 2 to 3 years larger projects are subjected to a joint evaluation where external consultants in collaboration with a staff member from another SE partner organisation undertake a learning based evaluation.

Details about recording templates and methodologies can be found in SE management manual (December 2012) and the monitoring and evaluation guidelines (August 2013).

3.6 Corruption

Corruption not only diverts money and resources from the needy to the greedy. It also undermines trust and confidence among citizens, the target communities, donors, and other stakeholders. SE is much aware of the potential threat of fraud and abuse and works actively with the issue.

Preventing corruption is closely related to organisational development, and robust financial management. Sound accountability structures are highly important when it comes to preventing and detecting corruption, and accountability on all levels in the organisation gives trust and legitimacy.

SE therefore has a strong focus on transparency and accountability towards donors, citizens, and stakeholders in the communities and countries we work in.

As part of the capacity building within transparency and accountability a number of tools are applied such as accountability dialogue and financial management . The training is done at workshops and as part of the biannual review visits by SE's coordinators.

Further to this the formal relationship between SE and its partners is stipulated in a partnership contract. The contract describes the visions and the shared goals and responsibilities. Moreover the contract gives the frame for reporting, reviews and dispute resolution. Attached to contracts with the partner are procedures manuals, which regulate financial management procedures, procurements, purchase of office stationeries, computers, software, cars etc.

If initial queries, however, point to concrete incidents of fraud or corruption SE will after a dialogue put up a proper investigation, e.g. a forensic audit. Meanwhile as the investigation is ongoing the project will normally be put on hold until the outcome has been established.

3.7 Exit strategies

Whereas individual projects are well defined in terms of having clear beginnings and ends and at least ought to have clear exit strategies build into the project design, the partnership approach calls for other ways of planning for an exit.

SE's current partners can be grouped into operational and strategic partners.
Current operational partners are:
- Umande Trust, Kenya.
- MFC – Nyetaa, Mali.
- ADEL, Mozambique.
- Livaningo, Mozambique.
- S-Code, Vietnam.

Strategic partners include:
- Members of the 92-group, Denmark.
- C & D Vietnam.
- Asian Coalition of Housing Rights, Bangkok, Thailand.
- ATA, Thailand.
- Practical Action, Oxfam, UK.
- PlanEnergi, Denmark.
- Norsk Naturværn, Norway
- CordAid and Urban Matters, the Nederland.
- Selected members of the global sustainable energy network, INFORSE.

The collaboration with strategic partners is more fluid and exist on an agreed on/off basis. The collaboration with SE's operational partners is determined by contractual obligations.

Exit from the partnerships can happen in one of three ways:

1. The partner is "elevated" to a strategic partner. In several ways this indicate that the efforts of SE has succeeded. The partner has reached a stage and maturity where it is capable of attracting funds and donations from other sources enough to sustain its activities. The status as a strategic partner for SE now means further access to strong national networks. A past example of such a progression is the Appropriate Technology Association (ATA) in Thailand that SE cooperated with in Thailand from 1998 – 2008.

2. SE and the partner grow apart. Agendas and values of organisations can change so that the original purpose of finding into a partnership is diluted and must be stopped or redefined. Past examples of this include C & D in Vietnam. After having been an operational partner of almost 10 years C & D gradually shifted its focus towards national policy issues, an area where SE does not have its immediate focus. C & D is today considered a valuable strategic partner.

3. There is a clear breach of trust between SE and the partner. Such breaches can happen over time e.g. repeatedly failing to deliver on agreed outputs or failing to implement agreed monitoring schemes. Where possible, SE's partnership agreements will stipulate minimum deliverables between the partner and SE. If fraud or embezzlement occurs the relationship will be terminated immediately. An example of this is the "Kenya Organisation for Environmental Education" (KOEE). After 6 years of collaboration SE found in 2011 that there were indications of a substantial misuse of funds and equipment. SE took the case to the courts where it at the time of writing is still pending.

3.8 A future with regional partnering and new models of collaboration

Over time partners deliver with varying intensity and quality. The new and more flexible funding modality of the frame is well designed to cater for this. SE will continuously seek to position itself to take advantage of the fresh possibilities this brings.

Identifying new regional likeminded partners in West and East Africa will be part of the positioning. Adjusting and finding new ways of our collaborative efforts with existing partners will be another way of ensuring that we continuously get most value out of the efforts.

In 2013 / 2014 SE plans to enter into a new partnership with an organisation in Burkina Faso. The goal is to establish a strong cross border relationship between our existing partner in Mali and the organisation in Burkina Faso. Thereby SE will contribute not only to the development of rural communities but also to playing a modest part in the global efforts to stabilize the region.

In 2014 / 2015 SE wishes to have entered into a number of new partnerships with organisations in East Africa. These could be situated in Mozambique, where SE is already well established, and also be in either Zimbabwe or Tanzania. The goal for SE is not necessarily to grow but rather to establish a more robust position from where we can work with available funding in an optimal way to the mutual benefit of our partners.

SE is acutely aware of the need to constantly adjust the manner in which we best support our partners. More of the same is neither necessarily efficient nor does it necessarily bring about the change we seek. In close collaboration with Danida, SE intends to explore the possibilities of developing core funding regimes to trusted partners (based on well developed indicators) in the future. At the other end of the scale it wishes to sharpen its focus on the lower CBO levels. Here results can sometimes be more visible, more sustainable and cheaper.

4 OUTCOME MAPPING, OUTPUTS AND INDICATORS

This section describes results, related indicators and the expected outcome (change) of the program's intervention. The outcomes are formulated as markers of progress at 3 levels, and indicate which changes we envisage as a result of the program. The 3 levels each constitute steps towards the ultimate goals and should thus be seen in part as consequences of SE's program intervention. Drawing on the ToC, it remains important to note that the change-steps are conditioned on key assumptions and rationales that are critically monitored to strengthen causal linkages, while program objectives function as the facilitators or stepping stones for the change flow in the ToC. The "Ultimate goal of the program" (Development Objective), comes from the programs Theory of Change, section 3.1. The first column: "Outcome challenges" is a description of the ideal changes. The three subsequent columns are the progress markers of which assessments are made. The monitoring system will thus assess the different levels of change and results, as the program progresses and will impact the implementation of the program.

The Outcome map is related only to the Development and program objectives. After the Outcome map the programs Outputs are described with related indicators. The linkages between these objectives and the changes they try to bring about are further elaborated in Annex 7. The development and program objectives are thus instrumental in securing the flow of change from the level of precondition to the level of outcome/change.

The relationship between the outcome maps and the ToC is thus characterized by dependency: program objectives need to be reached to bring about the development objectives which, in turn, are needed to spur the changes that are necessary to reach the ultimate objective. Similarly, the programme outputs below are believed to facilitate the two program objectives above. However, these mechanisms may only work, if assumptions hold true, which is why they are so important to explicate.

4.1 Objectives and outcome expectations

The first table on the following page presents the development objective of the program.The two subsequent tables present the immidiate objectives and their expected outcomes.

Development objective / the ultimate goal:

Energy and Environmental conditions have improved in low-income communities in the target countries.

Outcome challenges – a description of ideal changes	Expect to see – in the program period 2014 - 2017	Like to see – in or beyond the program period 2017	Really like to see – in a 10 years perspective 2024
CSOs use their knowledge and gained capacity to organise and implement sustainable energy, environment, and development projects. LAs accept CSOs as strategic partners in the development of communities.	CSOs are capacitated to plan and implement development projects. CSOs organise, plan and implement energy, environment, and development projects. CSOs in the target areas are recognised as legitimate actors.	CSOs implement energy, environment, and development projects. Implementation of the Plans are supported financially by LAs budgets.	CSOs implement energy, environment, and development projects. Participatory planning and implementation of energy, environment, and development projects by CSOs are regarded as a priority by the civil society and local authorities in the target countries.

Immediate objective 1:

In the target areas policies and planning efforts are increasingly reflecting the energy and basic environmental needs of low-income communities.

Outcome challenges – a description of ideal changes	Expect to see – in the program period 2014 - 2017	Like to see – in or beyond the program period 2017	Really like to see – in a 10 years perspective 2024
The program intends to see government officials and policymakers committed to the Local Energy Planning and Resource Management model and the principles of partnership with CSOs as active partners in development.	LAs have been presented of the Local Energy Planning and Resource Management model at seminars and meetings. LAs recognise CSOs and local communities as actors and resource organisations. In 50 % of the target communities LAs recognise the Local Energy Planning and Resource Management model as the basis for interventions and support by LAs. The Plans are an integrated part of the official district development plans.	In 75 % of the target communities LAs recognise Local Energy Planning and Resource Management as a model for community involvement and participation. CSOs and local communities are strategic partners and participate in meetings with LAs on issues concerning their communities. Local Energy Planning and Resource Management Plans in 50 % of the communities are implemented and are financed partially by LAs.	Local Energy Planning and Resource Management models for community participation are widely used by LAs. Policies reflect the needs of low-income communities. Budgets are secured for participatory community energy and environment projects.

Immediate objective 2:

In the target areas tangible improvements regarding sustainable energy production and consumption, NRM, basic facilities like clean drinking water, sanitation and proper waste management are implemented by the communities.

The objective acknowledges the need to supplement policy and strategy developments with working towards delivering tangible improvements to the communities via the LAs or other local service providers.

Outcome challenges – a description of ideal changes	Expect to see – in the program period 2014 - 2017	Like to see – in or beyond the program period 2017	Really like see – in a 10 years perspective 2024
The program intends to see local communities (Partner Organisations, CSOs) that recognize the importance of, and take an active part in, the planning of Local Energy, Environment and Development activities. These communities have gained the trust of government officials so that they can contribute constructively to debates and decision-making processes. The communities are able to plan and articulate visions and goals that are relative to their context and needs. They act as defenders of the Local Planning and Resource Management model and motivate others in through networking.	CSO's have been trained and capacitated to create Local Energy Planning and Resource Management model at seminars and meetings. In 50 % of the target communities CSOs have worked Local Energy Planning and Resource Management Plans based on a participatory process involving the community. The Plans are endorsed by the communities and presented to LAs where dialogues take place. The Plans are accepted in 50 % of the target areas and supported by LAs. A minimum of 185 energy and environment projects are implemented. The Planning and participatory model is disseminated into regional and national networks.	75 % of the target communities has worked out and endorsed Local Energy and Environment Plans based on a participatory process. CSOs and local communities are recognised as strategic partners. LAs have accepted the Plans as the basis for intervention and transfer of budgets. Local Development Plans in 50% of the communities are implemented fully or partially, and is partly financed by LA's and communities itself. Regional and national networks advocate for involvement and participation of communities.	Regional and national community networks are active and influence policy on energy and environment benefitting the underprivileged. Lessons and experiences are shared with communities internationally. The Local Energy Planning and Resource Management model is accepted by authorities as a model for active and genuine involvement and participation of low-income communities in the development process. Authorities accept that local funds can be transferred and administrated by communities based on Local initiated development plans.

4.2 Program Outputs

The table below outlines the planned general outputs and indicators of the program derived from the individual projects. Each project has specific project plans with indicators relating to the local context.

Output 1: Empowerment and capacity building of communities

Target groups and local CSOs are empowered through capacity building, technically as well as organisational, via trainings and participation in demonstration projects within governance and energy to act as 'agents for change' in the civil society.

Indicators	Country specific indicators		
	Kenya	**Mozambique**	**Mali**
• **Economic actor:** Number of households/ people that have participated in local environmental trainings.	*15.000 persons have been involved.*	*2.500 hh and 6500 individuals.*	*50 % of h/s have participated.*
• **Social and Economic actor:** Number of groups/ households/people that practice participatory natural resource management/urban improvement projects in the target areas.	*60 CBOs.*	*45 LEGs/ CBOs and 450 persons.*	*24 LEGs and 250 persons practice sustainable NRM.*
• **Civic actor:** Number of local energy and development plans (LEDP) developed and discussed with Local Authorities.	*20 LEDPs developed and negotiated.*	*30 LEDPs.*	*24 LEDPs.*
• **Civic actor:** Number of focussed local advocacy efforts started and implemented on issues that concerns in well-being of the target group.	*35 events launched and implemented.*	*40 events launched and implemented.*	*15 events launched and implemented.*
• **Social and Economic actor:** Demonstration projects related to energy and/or governance (primarily financed by the program) carried out.	*15 demonstration projects carried out.*	*10 demonstration projects carried out.*	*10 demonstration projects carried out.*
• **Economic Actor:** Number of sustained micro projects planned, implemented and financed by the target groups via local saving and credit schemes.	*50 micro projects planned and implemented.*	*50 micro projects planned and implemented.*	*50 micro projects planned and implemented.*
• **Social actor:** Women have gained more decision making power in all project activities in the project areas.	*MSC stories Evaluations and reviews.*	*MSC stories Evaluations and reviews.*	*Evaluations and reviews.*

Output 2: Capacity building of Local Authorities (LA)

Local authorities have enhanced capacity to participate in participatory development processes and make use of (elements) of the introduced participatory planning methods building upon the agenda 21 concept.

• SE local partners support local authorities in formulating plans and strategies that support a participatory planning processes.	*LAs are increasingly willing to apply participatory planning processes.*	*LAs are increasingly willing to apply participatory planning processes.*	*LAs are increasingly willing to apply participatory planning processes.*

Indicators	Country specific indicators		
	Kenya	**Mozambique**	**Mali**
• Local administrations and NGOs / CBOs in the target areas have established a formalised collaboration on environment and energy issues building on environmental, social and financial sustainable principles.	*Neighbourhood Associations work closely with LAs and communities NAs are the formalised link between LAs and communities.*	*CBOs work closely with LAs and communities NAs are the formalised link between LAs and communities.*	*LEGs work closely with LAs and communities NAs are the formalised link between LAs and communities.*
• Efforts made to establish co-funding between target communities and local authorities.	*LAs demonstrates increasing willingness and ability to engage with communities.*	*LAs demonstrates increasing willingness and ability to engage with communities.*	*LAs demonstrates increasing willingness and ability to engage with communities.*
Output 3: Gender *Gender concerns are mainstreamed in all activities*			
• Steady increasing gender balance in program supported organisations, committees, and boards as well as in the staff of partner organisations.	*Min 40% representation in 2017.*	*Min 40% representation in 2017.*	*Min 40% representation in 2017.*
• Adequate capacity, procedures and systems in place among partners to promote gender sensitive planning, implementation, and monitoring and evaluation.	*Procedures in place during 2014.*	*Procedures in place during 2014.*	*Procedures in place during 2014.*
• Gender sensitive monitoring and evaluation, incl. gender sensitive indicators and monitoring tools in place during 2014 and thereafter used in practice.	*Procedures in place during 2014.*	*Procedures in place during 2014.*	*Procedures in place during 2014.*
• Gender concerns reflected in the individual project budgets.	*By 2014.*	*By 2014.*	*By 2014.*
Output 4: National Networking *National, regional, and international networks on environmental issues relevant for the objectives of the program are established or joined and supported*			
• Number of concrete professional contacts, seminars, workshops, general cooperation or joint projects where SE partner organisations have participated and delivered professional input.	*Minimum 25 annual documented events.*	*Minimum 25 annual documented events.* *Active participation in the FEDESMO network.*	*Minimum 25 annual documented events.*

Output 5: Long-term partners advocacy work

SE's long term partners demonstrate increasing capacity in performing high quality development and advocacy work with the target groups.

Indicators	Country specific indicators		
	Kenya	**Mozambique**	**Mali**
• Number of focussed regional/national advocacy efforts started and implemented on policy issues that support and defend the interests of the target groups.	*Participation in and contribution to minimum 5 annual substantial efforts.*	*Participation in and contribution to minimum 5 annual substantial efforts.*	*Participation in and contribution to minimum 5 annual substantial efforts.*
• Gradual decrease of SE's share of the individual partner's annual turnover.	*Annual partner assessments.*	*Annual partner assessments.*	*Annual partner assessments.*
LTA indicators			
• Increasing and sustained legal and political legitimacy.	*Annual internal LTA audits performed in close collaboration with the board.*	*Annual internal LTA audits performed in close collaboration with the board.*	*Annual internal LTA audits performed in close collaboration with the board.*
• Increasing and sustained transparency towards the board, the beneficiaries and the donors.			
• Increased and sustained use of accountability tools upwards (donors), downwards (beneficiaries) and inwards (employees and board members).	*Identified LTA shortcomings addressed and incorporated into the organisational strategy.*	*Identified LTA shortcomings addressed and incorporated into the organisational strategy.*	*Identified LTA shortcomings addressed and incorporated into the organisational strategy.*

4.3 Assumptions and risks

The program's Theory of Change (section 3.1) has preconditions and assumptions that explain the causal linkages between preconditions and the expected change caused by the interventions of the programs activities.

The assumptions, risks and mitigation measures listed below are an extract from the ToC, and have all an effect of the implementation of the program. The risks and assumptions will be monitored closely in order to enable the program to make timely and appropriate adjustments.

Three general assumptions are made around the overall program:

1. Political stability. The democratic situation in the focus areas, both nationally and locally, remains stable and mature over time.
2. Technical and management capacity. The authorities in the focus countries are open to a dialogue with SustainableEnergy and its partners and will gradually see the advantage in developing strategic partnerships with local communities in order to advance national development goals.
3. Response from target group. The target group is expected to be willing and able to use their new knowledge and capacity to organize themselves around energy and environment projects with local development potentials.

The table next page outlines the key risks that have been identified.

Risk	Risk factor	Mitigation measures
Political stability		
KENYA The political stability is fragile but it is envisaged that the new constitution approved by consensus in August 2010, if followed and will pave the way to a more stable social/political situation in the country. The recent general election went well with only minor incidents.	M	SE and Umande Trust have no means to influence the national political stability. However, the civil society is alert and numerous CSOs and government projects work on making the current relative stability more robust. SE and Umande Trust actively work with one very concrete initiative: The Peace & Reconciliation project in Kibera supported by EU.
MALI, The situation in Mali is very unstable, but measures taken by the international communities and ECOWAS aimes at stabilising the region.	H	The program activities are not affected by the conflict as the activities are in the South. The situation, however, might escalate and affect the movement and general stability. SE will carefully assess the situation, and the possibilities of playing a stabilising role.
MOZAMBIQUE Low risk for social instability.	L	
Local Government capacity		
ALL TARGET AREAS The technical capacity at local government levels may be low, both technically and regarding capacity and willingness to develop ideas for participatory community planning and collaboration between authority, council and local organizations.	M	All projects include activities and budgets that will address this constraint through meetings, seminars and workshops, study tours and other relevant means. Public response.
ALL TARGET AREAS The Program/Projects may face constraints because some community members may wonder whether their participation will give them anything in return. Some residents may have negative experiences from previous NGO-project collaboration; others may simply be too exhausted just trying to survive on a day-to-day basis.	L	Key focus of the Program strategy is on development of the community-based participatory planning process. The progress and success will be monitored at the bi-annual project meetings between SustainableEnergy and the partner organization. If progress is unsatisfactory SustainableEnergy and partners will analyse the constraints and take relevant measures within the frame of strategy, activities and budget.

H – High, M – Medium, L – Low

Monitoring of assumptions and risks

In connection with the program's monitoring system SustainableEnergy and its partners perform a continuous monitoring of the program's assumptions and risks.
In connection with the annual program committee workshops all assumptions and risks are assessed in order to identify problem areas and make the necessary adjustments in program strategies, methods and activities. Thus, monitoring of conditions and risks is not an emergency manoeuvre, but a tool to continuously ensure quality in the program.

5 FRAME BUDGET

The table below is a summary of the frame budget for 2014 – 2017. The level of PPA (program and project activities) are based on experiences from the last 3 years cash flow, the partners' current plans and resources, and SE's contribution to the program. The summary shows a slight increase in SE's own contributions, which are assumed as a result of SE's strategy to increase the members' contribution and support, donations as well as expected contributions from CSR activities.

'Other activities' consist of project supervision, consulting fees for evaluation and feasibility studies.

Annex 2 includes a detailed frame budget describing the level for other activities and distribution between countries.

Amounts in 1.000 DKK	Budget **2014**		Budget **2015**		Budget **2016**		Budget **2017**	
Program- and project support (PPS)	**7.950**		**7.950**		**7.950**		**7.950**	
Self - financing	650	8,2 %	725	9,1 %	825	10,4 %	875	11,0 %
Program- and project activities (PPA)	8.600		8.675		8.775		8.825	
Program- and project related information	141		141		141		141	
Other activities	1.175		1.175		1.175		1.175	
Auditing	80		80		80		80	
Administration	654		654		654		654	
Total including self financing	**10.650**		**10.725**		**10.825**		**10.875**	
Frame budget	**10.000**		**10.000**		**10.000**		**10.000**	
Co-financing	2.000	25,2 %	2.000	25,2 %	2.000	25,2 %	2.000	25,2 %
Total self- and co-financing	2.650	33,3 %	2.725	34,3 %	2.825	35,5 %	2.875	36,2 %

ANNEXES

1 Organisational structure and list of Board of Directors
2 Detailed budget 2014 – 2017
3 Information on public anchoring and co-financing
4 Job profiles and key staff
5 Process Action Plan for "Frame readiness"
6 VE Code of Conduct
7 Theory of Change

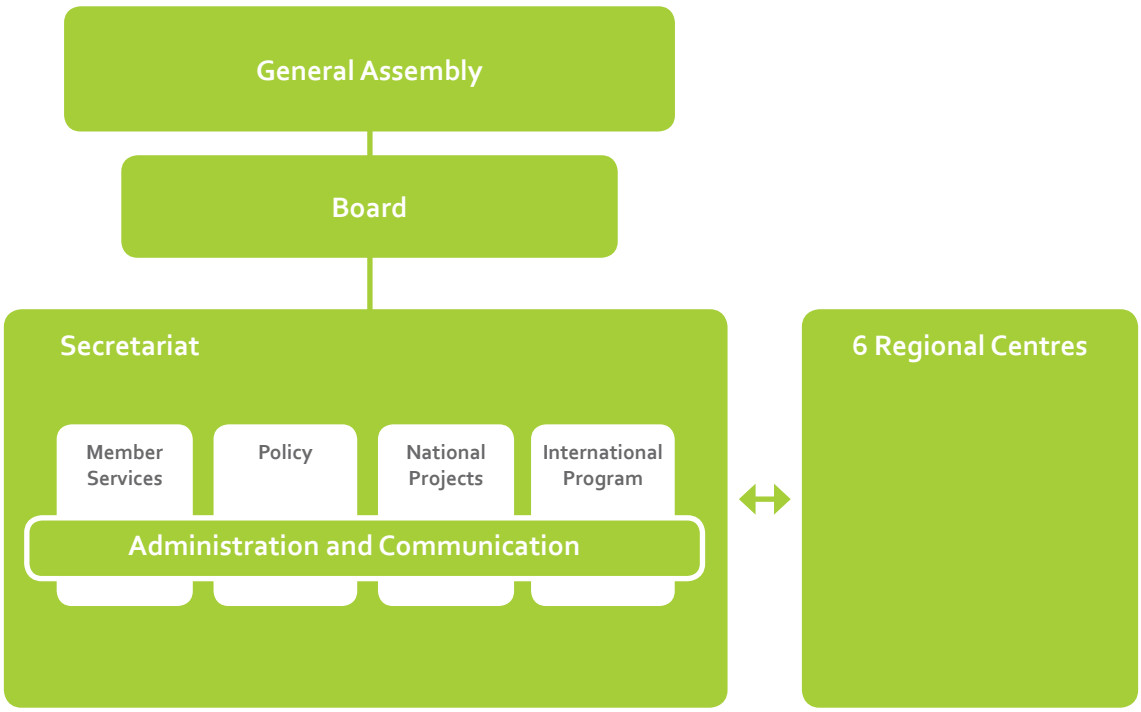
SustainableEnergy

ANNEX 1

Organisational structure and board of directors

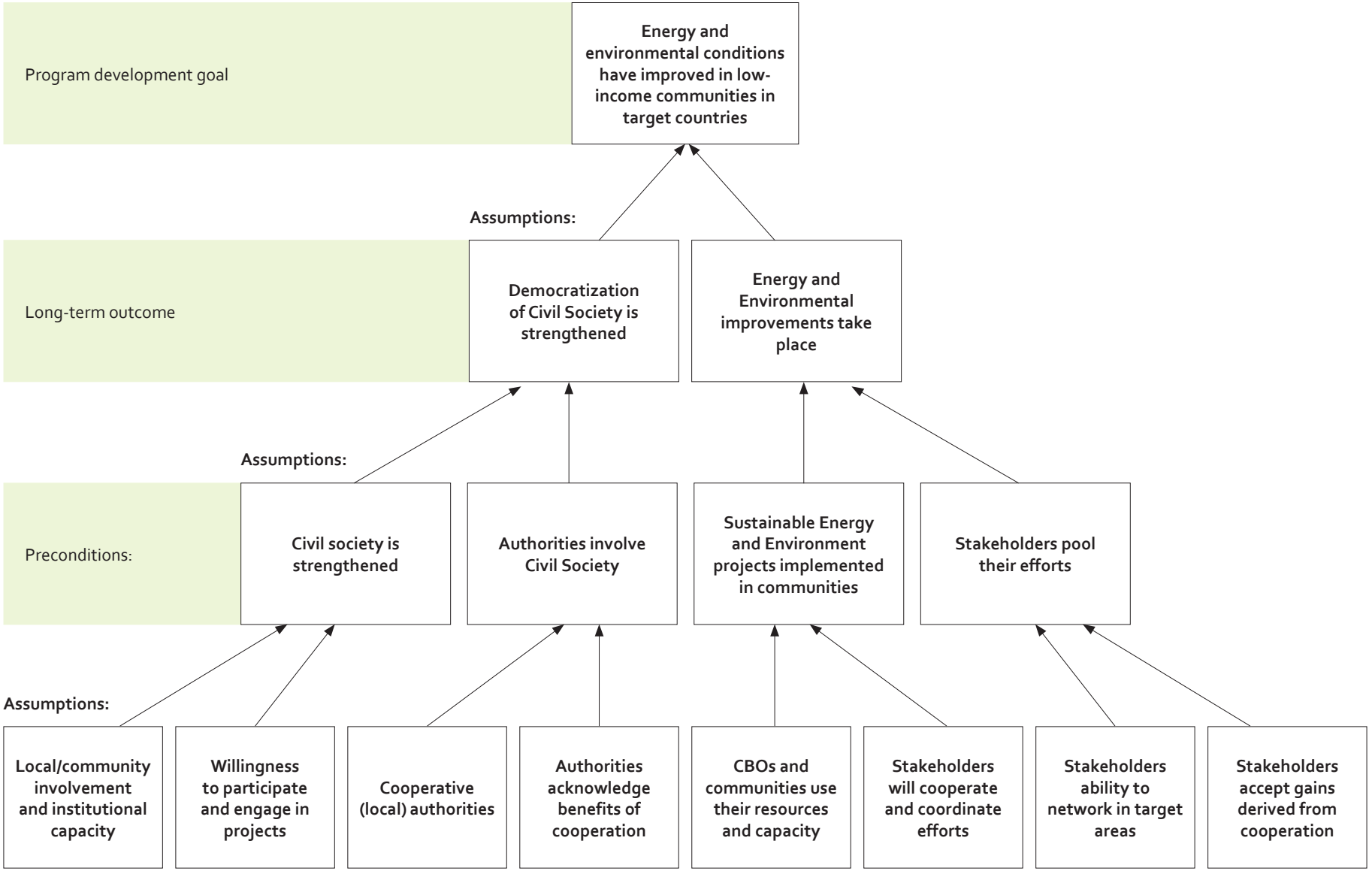
The General Assembly is the supreme decision-making authority, which meets once a year to elect its board. The Board deals with strategic matters and provides the broad policy lines for the organisations' work.

The secretariat is a service to the various departments and main responsible for coordinating the various activities in Denmark and internationally. The secretariat is divided into four departments working with: (i) member services, (ii) policy, (iii) national projects, and (iv) the international programme. The administrative and communication unit provides support and services to the departments.



Members of the Board

The members are all professionals working in the field of energy and environment.

Chairman	Marianne Bender, Vaarst
Co-chairman	Jakob Worm, Aarhus
Member	Uffe Winther, Aalborg
Member	Søren Durr Grue, Viborg
Member	Morten Boje Blarke, Aalborg
Member	Søren Pedersen, Næstved
Member	Anne Sofie Østergård, London
Member	Henning Rasmussen, Rønde
Member	Svend Erik Holm, Aakirkeby

ANNEX 7
The Programs Theory of Change