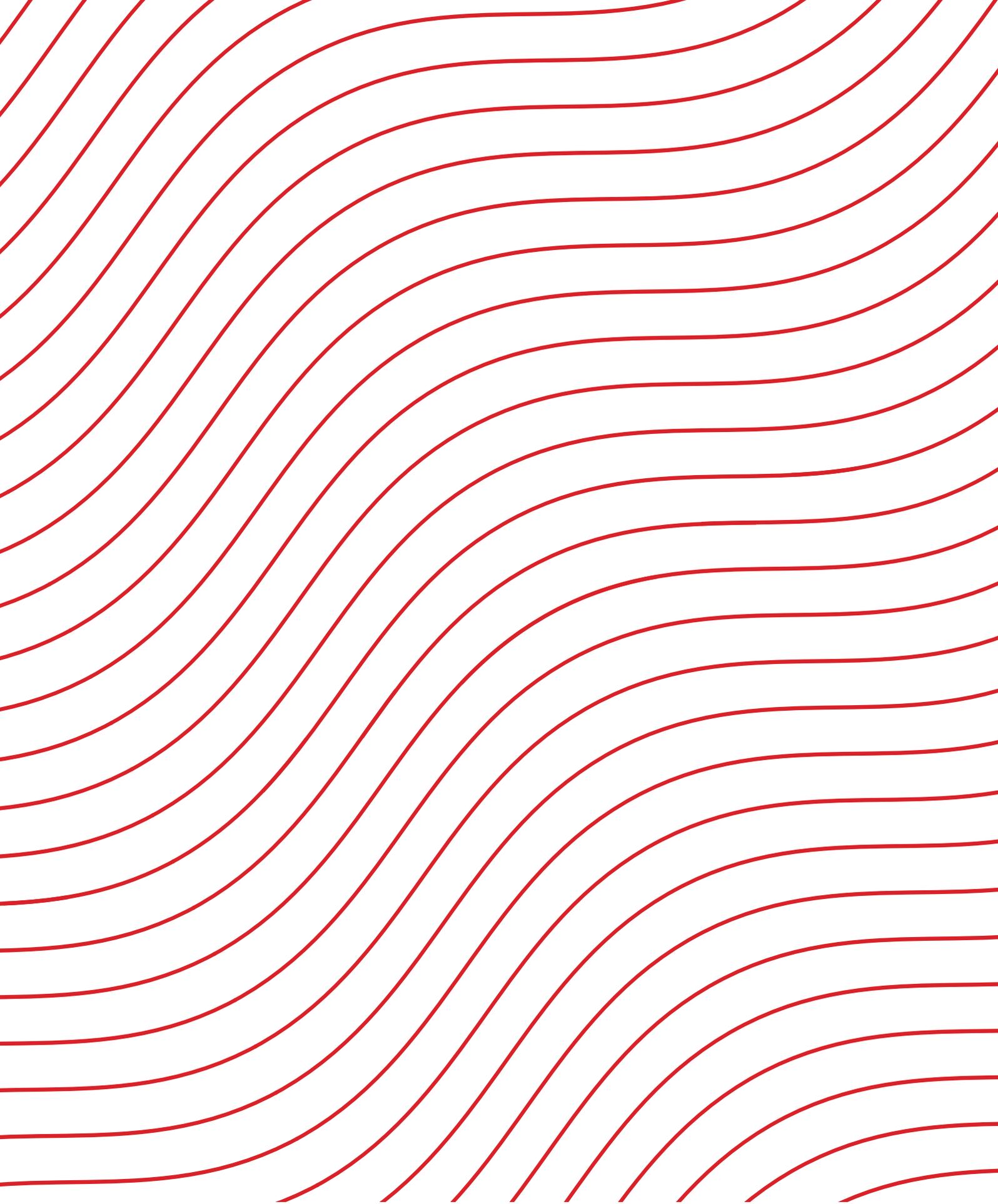


# GREEN AND INCLUSIVE ENERGY

End-Term Evaluation of the  
Citizen Agency Consortium Green  
and Inclusive Energy Program





**ImpactTrack**

Huub Sloot & Sharon Becker & Manon Wolfkamp

Date: June 22, 2020



# EXECUTIVE SUMMARY

This report presents the main findings, conclusions and lessons learned from the end-evaluation of the Green and Inclusive Energy (GIE) program, carried out by a consortium of Hivos ENERGIA and IIED during the period 2016 - 2020. The evaluation was carried out by a team of three consultants from ImpacTrack, a consultancy organization specialized in the development, implementation and evaluation of effective lobby & advocacy campaigns in the field of international development, and was realized during the period December 2019 - June 2020.

## INTRODUCTION

The objective of the end-evaluation is to assess the effectiveness, relevance, sustainability and efficiency of the GIE program related to: (1) Changes in capacities for Lobby and Advocacy (L&A) of (Southern) partner organization; and (2) Changes in agendas, policies and practices of government and market actors. The evaluation has two purposes: Learning and accountability. Hivos will use the evaluation to account for the GIE program as part of the broader Citizen Agency Consortium (CAC) program under the Strategic Partnership with the Ministry of Foreign Affairs (MoFA). The learning of the evaluation is intended to contribute to organizational and strategic learning for both the Hivos offices and the partners involved in the GIE program. In order to serve these purposes, the objective of the evaluation is to answer the evaluation questions as specified in the Terms of Reference.

For all countries and the global level, a General Program Analysis consisting of a Theory of Change (TOC) analysis and an analysis of the main outcomes of the program on lobby & advocacy (L&A) and capacity development (CD) was done. In addition, four case studies were conducted to study in-depth specific learning topics and questions on:

- Advocacy through the energy-gender nexus approach in Indonesia;
- The contribution of media related interventions, particularly on journalism, to the development of green and inclusive policies in Malawi;
- The contribution of the Renewable Energy Journalism Fellowship to green and inclusive policies in Tanzania;
- The role of the multi stakeholder approach for the global level advocacy.

Additionally, in all case study countries and at the global level, Narrative Assessments were carried out to reflect specific L&A processes and to obtain more insights into how certain outcomes were achieved. Because of the COVID-19 pandemic outbreak during the data collection phase, most key informant interviews were conducted via Skype, and the kick-off and sense making workshops were conducted in the form of webinars. This limited the level of active participation, it affected the outcomes of the interviews and workshops, and it also limited the level of joint analysis between the evaluation team and the country office staff and partners.

The GIE program is one of the programs of CAC, consisting of Hivos, the International Institute for Environment and Development (IIED) and Article 19 (although the latter did not participate in the GIE program). The GIE program is part of the strategic partnership with the Dutch Ministry of Foreign Affairs under the Dialogue and Dissent framework (2016-2020). CAC has a total budget for the period 2016 - 2020 of EUR 50.279,606. Being one of the four CAC programs, the GIE budget accounts for 27.4% of the total CAC budget: EUR 13.806,252. The overall goal of the GIE program is to 'meet people's energy needs through green and inclusive energy systems that create economic opportunities for women and men while

mitigating climate change.’ Interventions on two levels have been designed to achieve this overall goal:

1. influencing policy and finance at local, national, regional and international levels.
2. increasing the lobby and advocacy capacity of the consortium and civil society partners.

These interventions take place at the international level, the regional level (Central America) and in the focus countries of the program: Indonesia, Nepal, Kenya, Tanzania, Zimbabwe, Malawi, Nicaragua/ Guatemala and since 2018 Myanmar. The international partners for the program are ENERGI A and IIED. The GIE program developed long term institutional changes (advocacy outcomes) as well as intermediary outcomes, both for the advocacy interventions and for the L&A capacity development of partners in the program countries and at the global level. In all countries and at the global level, context specific TOCs were developed, based upon the generic TOC for the program.

Operating in contexts with an increasingly reduced civic space, the GIE program promoted collaborative L&A approaches (insider / dialogue approach) to be able to make use of the existing opportunities. All L&A is aligned with the Hivos Advocacy Principles<sup>1</sup>: it supports the Hivos mission and thematic objectives, the advocacy is solution focused, critically constructive, evidence based and developed and delivered in a multistakeholder setting, and an outsider approach will only be taken when there is a clear necessity. Cross cutting topics in the GIE program were Gender and Social Inclusion and Climate Change. Also, GIE actively promoted Citizen Agency.

The main L&A interventions used during implementation were research, media work (online and offline), allies and alliances, and lobby and policy work. Communication and messaging is considered an important advocacy tactic, but the Hivos publication<sup>2</sup> in this field was not used much on the country level. Media work, on the other hand, has seen a great uptake in all countries, which is why two of the four case studies have zoomed in on this.

## THE CASE STUDIES

### The multistakeholder approach in global advocacy

*The role of the multistakeholder approach in global level advocacy for GIE*

The global advocacy focuses on working with international institutions and actors on (climate) financing of inclusive energy solutions and reaching the last mile, implementation and reporting on SDG7, and CSO representation in the global fora. A key intervention strategy for the global program is the multistakeholder approach: joint advocacy together with governments, civil society and the private sector. The case study zoomed in on the work through the Brooklyn Coalition and the and the SDG7 Technical Advisory Group. The aim was to influence a vision for global GIE policies based on the experience and knowledge of the participants and to demonstrate the ability of CSO actors to form strategic networks with relevant stakeholders. Key strengths of the MSA were: that it was able to bring together representatives of all relevant stakeholders and unify them behind a shared goal; that the GIE program built onto the existing relationship between Hivos and the Dutch government and continued to collaborate and align strategically; the existing relationships with Kenya and Nepal based on previous program work; the fact that the Brooklyn Coalition is more agile than governments on their own; having Kenya as an internal champion; the informal nature of the BC; and the strong leadership role of Hivos. Key challenges were: the multitude of interests and agendas; that it takes much time to build relationships; that Hivos’ capacity to implement everything is limited, in relation to the scope of the program ambitions; that it was difficult to keep the private sector engaged and motivated; and that there was no clear exit strategy for the Brooklyn Coalition.

---

<sup>1</sup> Hivos Principles for Advocacy and Lobbying, May 2019.

<sup>2</sup> <https://climateoutreach.org/resources/decentralised-renewable-energy-dre-hivos/>

## **Indonesia and the energy-gender nexus approach**

### *The energy-gender nexus approach and the effects of working as a partner ecosystem*

In Indonesia, the GIE team works with a women's rights network, a consumer rights organization and a think tank for DRE. They also do joint advocacy with allied NGOs and CSOs. The learning topic for Indonesia case study is about the energy-gender nexus. On the national level, the program had important engagements with various ministries in its early stages, notably with the Ministry of Women Empowerment and Child Protection who showed an interest in the model villages in Sumba and Central Java. These villages play a central role in the champion strategy. The TOC and outcomes were formulated on a higher and more longer-term level than the actual program was implemented, and the partners still required significant capacity development on DRE before they were able to do joint advocacy, which caused a delay in achieving the L&A objectives. The nexus partnership contributed to broadening audiences; increasing credibility and legitimacy; opening up new advocacy opportunities; increasing advocacy power; and stimulating cross-learning. A key challenge was the inability of the partners to agree on a joint advocacy strategy. The joint communication strategy was only finalized by the end of 2019. Another challenge was that there was unclarity around expectations of the partnership: working as a coalition or building capacity and working as allies. Also, the large and strong partners were keen on maintaining their own brands, which stood in the way of joint advocacy. The capacity development of partners focused on DRE and the gender-energy nexus, to a lesser extent on L&A and not on doing advocacy as a coalition. Stakeholders were positive about the potential of the champion strategy, as good successes have been achieved on the village and district levels, and various ministries have displayed their interest. The champion strategy may require more time to materialize into higher level outcomes and will require ongoing targeted interventions to scale up the model.

## **Media work in Malawi**

### *Contribution of GIE interventions on media reporting to green and inclusive policies in Malawi*

One of the main interventions of the GIE partners was the improvement of reporting (broadcast and print) on GIE issues, with the intention to change attitudes of local and national decision makers and to evoke changes in energy policies. Partners, journalists and editors were trained on GIE issues, particularly on the need for DRE and the inclusion of women and youth in the sector. After the training, journalists were invited to inspire, coach and mentor other journalists to report on GIE. Also, media awards were distributed to promote reporting on GIE. According to interviewees, the interventions contributed to the development, adoption and launch of the National Energy Policy with inclusion of renewable energy and GESI indicators. Some interviewees also mentioned that the interventions contributed to the Government's policy direction to decentralize the Department of Energy, and the adoption of the VAT waver for solar energy products. The improved reporting on GIE contributed to these changes because it enhanced: (1) the level of public awareness on GIE, including an enhanced understanding of the linkages between energy, health, education, agriculture, and development as a whole; (2) visibility of the work of GIE partners; and (3) public and political debate on GIE. This in turn provided positive opportunities for civil society, whether organized or not, to continue their engagement and keep the government accountable regarding the implementation of DRE policies. Key elements that contributed to these changes were the relevant GIE narrative, the choice of credible partners with the right expertise areas, the non-confrontational approach used by GIE partners, the capacity development and exchanges with other organizations on media, and the combined use of L&A interventions.

## **Journalism in Tanzania**

### *Contribution of the Renewable Energy Journalism Fellowship to green and inclusive policies in Tanzania*

In 2018 and 2019, Nukta Africa and Hivos organized a Renewable Energy Journalism Fellowship of six months in Tanzania for 20 Tanzanian journalists, who gained a deep understanding of the energy sector in Tanzania as they were trained in energy reporting, solutions-based journalism, data storytelling, use of digital tools in news production process, and in law and policies regulating renewable energy. The in- and external stakeholders interviewed for this evaluation all agreed that the fellowship contributed to changes in practices of decision makers in Tanzania: Citizens and decision makers were made more aware of the issue because the number and the quality of publications on renewable energy increased in relevant news outlets. The Ministry of Energy and other relevant government agencies opened up because these trained journalists were now informed and knowledgeable, asking relevant questions and reaching out to decision makers. Key elements that contributed to these changes, according to stakeholders, were the credibility of the media partners, the duration of the fellowship, the credibility of the journalists, the extension of networks of journalists, the early buy in from editors, the mix of different media outlets and the focus on the topic of renewable energy in a country where political space is shrinking for journalists.

## **THE GENERAL PROGRAM ANALYSIS**

### **EFFECTIVENESS**

#### **Conclusion on L&A outcomes**

Considerable progress has been made with the achievement of the long-term institutional outcomes<sup>3</sup>, particularly regarding the creation of space for CSOs and including them as stakeholders. This is very positive and fully in line with the collaborative advocacy approach of the GIE program and underlining the high level of legitimacy and credibility of GIE partners. Even though three outcomes were partially achieved, this does not mean no steps were taken to achieve the outcomes fully. For instance, policies were adopted, but there is still a need for follow up to ensure the implementation of the policies. The outcomes which were not achieved are related to investments and the use of climate finance for RE, and the reform of detrimental fossil fuel subsidies, both very difficult outcomes to achieve taking into account the duration of the program and the fact that in some countries and the global level, part of the work on these topics was removed from the TOC or the actual interventions.

The GIE program also achieved very important intermediate outcomes, notably the involvement of governments in multistakeholder initiatives with CSOs, the increase in transparency and accountability, and the active role of the media in reporting on GIE. All these outcomes contribute to strengthening the strategic position of GIE partners and allies which will improve future advocacy on the implementation and control of RE policies. Also, additional, unexpected outcomes were identified, indicating a stronger positioning and L&A of GIE partners. The only point of attention is the need for further strategizing on how to engage with the different parts of the private sector to strengthen the demand for a supportive investment climate and finance for the development of GIE products and services and to strengthen work with consumers or consumer organizations (while noting that consumer organizations are weak or absent in many of the countries) around demanding adequate energy services from the government. Also, the program has not been able to influence energy utilities to respond to claims and accept dialogue and accountability.

---

<sup>3</sup> See Section 2.2 Outcome Goals

The main contributing factors to achieving the L&A outcomes are:

Partner ecosystem:

- Nexus partners: The inclusion of nexus partners, representing different sectors and constituencies helped to achieve program objectives, by opening up space for advocacy beyond the usual energy stakeholders and targets, strengthening the L&A on DRE and increasing the credibility and legitimacy of the L&A interventions.
- Media partners: These contributed to increased public pressure on key targets, through increased public awareness and sensitization of both the public and political target audiences.
- Networks of informal CSO partners: Partners in these networks helped to strengthen L&A and to create more space for civil society.

#### **Effective program strategies:**

- Collaborative advocacy: Focusing on dialogue and on building longer term relations with key decision makers, created, and made use of, the necessary (civic) space for influencing offering opportunities for information exchange, trust building, acceptance of proposals and capacity building and training of these decision makers.
- Linking local-to-global: Local and national organizations were empowered to become involved in the global GIE debate, creating space for influencing higher level stakeholders to open up, invite and listen to community-based stakeholders. The link also remains important to ensure proper implementation of policies, even though this is not always specified in the TOC.

#### **L&A Interventions (strategy mix):**

- GIE partners used a combination of different L&A strategies most appropriate for the specific contexts in each country. The most important were (1) direct lobby & policy work, (2) activation and facilitation of allies and alliances and (3) media work.
- *The focus on the media (offline and online) created (interactive) space to raise DRE awareness of the general public in a politically neutral way, contributed to the understanding of the linkages between energy and other sectors such as health and contributed to more transparency by providing information on DRE for all.*
- The combination of "neutral" media work with constructive lobby & policy work (based on evidence) engaged stakeholders and decision makers at all levels and made them more open for collaboration on GIE issues, particularly in multistakeholder settings.
- The trainings on GIE issues enhanced the active engagement of both civil society stakeholders as well as public sector decision makers and strengthened collaborative advocacy.
- Alliance building and networking were key for the nexus approach and contributed to communicating the L&A messages to a broader audience, including non-energy stakeholders.

External factors:

- DRE issues are on the international agenda and there is an increased awareness and concern of the general public around climate change. This facilitated agenda setting around GIE issues by CSOs, as there is already an existing (global) policy framework which requires national adjustments and adoption.
- Decentralization of energy: This provided opportunities for GIE partners to offer technical support and improving accountability at a local level, and as a means to overcome scandals surrounding faulty products.

Internal factors:

- The flexibility of the GIE program in terms of overall management and capacity strengthening allowed country and global staff to adjust strategies to emerging opportunities, and for partners to follow their own agendas within the overall agreed GIE framework.
- The advanced learning capacity of and/or process contributed to critical (self) reflections on strategies and approaches and allowed necessary and timely adjustments to remain effective.
- At the global level the active involvement of the Dutch Ministry of Foreign Affairs was an important contributing factor to obtain the outcomes on the global level.

### **The main factors which impeded achieving the outcomes are:**

#### **External factors:**

- Political environment: Political instability, general elections, insecurity and staff changes in government institutions hampered and delayed the implementation of L&A interventions.
- Reduction in civic space: made it more complex for Hivos to implement L&A interventions, which demanded additional reflection and energy of GIE partners to look for suitable alternative strategies and approaches.
- Energy resources: The discovery of fossil resources (oil, gas), the interest of Dutch embassies to support oil companies and investments in for example hydro dams diverts economic and political attention away from DRE development.

#### **Internal factors:**

- One-year contracts and disbursements: Problems with one-year partner contracts hampered and delayed the implementation of L&A interventions in various countries and affected the partnership.
- GIE partners removed T&A focused interventions from their TOCs, as working on T&A is often aimed at scandals and as such, conflicts with the goals and tone of the program which is positive and solutions oriented.
- The collaborative advocacy approach made it difficult to openly criticize the interests of powerful gas and oil companies, by advocating for a reduction on fossil fuel subsidies or to advocate for more transparency and accountability.
- Partnerships with RE businesses: Partners are not used to working with the private sector, and find it challenging to find entry points for strategic collaboration (also because of conflicting interests).
- In general, five year is a short period of time to achieve the long-term institutional changes as formulated in the TOC, especially since they not only refer to policy change but also implementation.
- Not all outcomes for the program period have been harvested yet: It is expected that in 2019 and 2020 more long term institutional changes will be harvested.

### **Conclusion on capacity development on L&A**

In the GIE program and strategies, there is not always a clear distinction between capacity development interventions and advocacy; often both the partners and key advocacy targets were participating in capacity development sessions on GIE, and this has worked well. There were capacity assessments as basis for capacity development, however, interventions were primarily based on needs identification during (international) meetings, or GIE staff indicated what they observed partners could improve on. Main methods used were peer to peer training sessions, coaching and on the job training.

The capacity development interventions have contributed to important changes in the L&A capacities of GIE partners and allies: particularly the strategic use of research, the gender-energy nexus approach, and direct lobby and policy analysis. Also, the capacity development (trainings and workshops) on GIE issues and the interlinkages with nexus topics and the role of the media / energy reporting (peer to peer sessions) were essential in the context of the whole program. The regular TOC reflections served as a form of action learning / capacity development and helped GIE teams and partners to strategically steer their work. GIE partners also received support on strengthening their ways of working, and on improving their positioning and thought leadership during the regular meetings with Hivos staff and partners, IIED and peer to peer capacity development. GIE partners received support from IIED to strengthen collaboration with beneficiaries. During the course of the program, there was a shift from expert trainings to peer to peer trainings and the latter were perceived by partners as most effective.

Topics that were not covered by the capacity development, but which could have strengthened the program even more, are: Storytelling, social media engagement, the production of visual materials, innovative and daring L&A interventions, as well as the development of SMART L&A objectives. Furthermore, topics like coalition building and coalition leadership were not part of the capacity development but could have enhanced effectiveness.

Three capacity development outcomes<sup>4</sup> have been fully achieved: partners understand the connection between the energy agenda and the role of citizens, have the ability to provide information and articulate their needs, partners have increased their L&A capacities and are seen as legitimate and credible voices in the energy debate, and partners have the skills to network and have formed influential networks. Important steps have been made towards partners using the energy transition process to support the agenda for active citizenship. Most activities were however indirect, for example through media work. Although partners have increased their ability to analyze and advocate for women, this outcome was not fully achieved for marginalized groups (see also 3.2.8), largely due to a strategic decision. Lastly, although we found GIE partners were able to influence and network, using approaches such as interactive broadcast, social media (mostly WhatsApp and Facebook) but also through organizing workshops or other network meetings. However, it was difficult for the embassies to be a sparring partner for the GIE program due to lack of interest or time to work on SDG7.

The following aspects contributed to the effectiveness of the capacity development interventions on L&A:

- Tailor made interventions: Capacity development was based on specific needs of partners, at the right moment in time to be effectively used for L&A, for instance just before and during L&A interventions.
- Right content: The content was aligned with the needs of partners and not too technical. and delivered in a participatory manner.
- Right delivery: Most sessions were highly participatory and delivered and facilitated by peers from within the GIE program or from allies, e.g. journalists. This contributed to joint reflection and exchange of best practices.

The following aspects have possibly limited the effectiveness of the capacity development interventions on L&A:

- The limitation of peer-to-peer capacity development is that shared blind spots can't be overcome.

---

<sup>4</sup> See Section 2.4 Capacity Development

- Additionally, capacities and skills that are not present in any of the partners (e.g. strong power analysis skills or strong online campaigning skills) - or present but not sufficiently strong - cannot be transferred.
- There was not always clear insight into what different capacity development interventions would have been appropriate for the individual, institutional and partner-ecosystem level.

## RELEVANCE

### **Marginalized people, notably women**

The GIE program is very relevant as the program targets women who bear the burden of the negative impact of the lack of (clean) energy and as changemakers. The changes achieved by the GIE program are essential to ensure women's active engagement in L&A and in the leadership in civil society and within the public and private sector. Particularly, an enhanced number of women in DRE technology development, women entrepreneurs and female journalists reporting on GIE issues will contribute to not leaving behind women in remote areas.

### **Environment/ climate change**

GIE staff and partners succeeded in mainstreaming climate change into their programs and interventions, particularly related to DRE and clean cooking. There is still an urgent need however for a better framing of the link between DRE, the environment and climate change at local, national and global level.

### **Relevance of program in current (global) context**

The GIE program is very relevant in the context of the Sustainable Development Goals (SDG), particularly to ensure access to affordable, reliable, sustainable and modern energy for all; and to increase substantially the share of renewable energy in the global energy mix. Meeting SDG7 may be a precondition for achieving the other SDGs and it is positive that different GIE countries have subscribed to these SDGs and are actively working on the formulation and implementation of policies to meet the SDGs.

## SUSTAINABILITY

### **Policy and practice change**

In most GIE intervention countries, as well as at the global level, important changes have been realized at policy level, but continued advocacy from GIE partners and allies is essential to ensure proper implementation, transparency and accountability practices. GIE partners seem to have obtained a good positioning to play this role.

### **Continuation of L&A interventions of partners**

Across the program, there is a capacity to be able to continue with L&A on DRE, as well as the required positioning from partners. Partners in various countries have cooperated well in the past years and have established a firm partnership they feel they can continue to rely on. Especially in countries where Hivos was implementing, partners seem to rely more on Hivos to lead and fund.

### **Multiplier effects**

Important multiplier effects were realized via the development of champion strategies or via trained GIE advocates and journalists who can become change makers and train others to spread the GIE messages. Although successful innovations or models might be picked up by others, to ensure effective upscaling accompanying L&A interventions are necessary. In the GIE program this was ensured by: 1) integrating scaling up interventions in the structural plans

of the GIE partner organizations, 2) realizing L&A towards higher level governmental institutions to accommodate the necessary activities and 3) establishing cooperation with allies.

## **EFFICIENCY**

### **Program level efficiency**

At the program level, there was regular communication between different relevant GIE Program staff, and between program staff and the partners. Information was shared using the financial system Osiris. The set up worked well and GIE partners appreciated the program management in general, the timely response to questions, and the transparent and participatory engagement when developing plans and budgets.

The use of resources was perceived as good. The only limitation mentioned was the slow transfer of resources. Other issues affecting the program efficiency: more complex financial and administrative procedures in countries where there was no Hivos hub, limitations of Osiris to provide the necessary information timely, the discussion of financial issues by various staff members in different meetings and the fact that certain GIE staff members only have a small percentage of time for the program.

Even though some external and internal stakeholders in different countries thought the program was "spread too thinly", and more impact could have been achieved if the program operated in less countries with less partners, the fact that GIE operated in numerous countries with a wide variety of partners did contribute to strengthen the GIE visibility and messages at local, national and international levels.

### **Efficiency of the L&A interventions**

Due to the COVID-19 pandemic outbreak, only a partial L&A efficiency assessment with internal stakeholders was carried out in Tanzania. The outcome shows that interventions on media, research and lobby & policy work are valued by partners as most impactful, but also required most investments. The analysis with the partners also shows that it is very difficult to assess individual interventions for its efficiency due to the interrelatedness of L&A interventions. Most efficient appear to be those interventions that trigger a multiplier effect such as the champion strategy. However, in instances it is still too early to see whether the champion strategy has really worked.

### **Spending**

Initially, the program experienced an underspend due to political circumstances, slow delivery of research by external consultants, staff turnover and delays in contracting partner organizations due to additional requirements of the MoFA. Resources were transferred to following years to ensure alignment and most regions and Global carried out additional activities. Up to the first quarter of 2020, most GIE partners were in line with the implementation of their activities, but due to the COVID-19 pandemic there is currently a delay. There was no problematic overspend of the yearly budgets.

### **Learnings and adjustments**

Bottlenecks and best practices were identified early on by the program due to the regular exchanges, and many were solved due to the flexible nature of the program. Hivos is planning the installation of a new financial and administrative system and to establish project teams to improve monitoring by ensuring direct contact between the financial officer at Global Office and the Hivos hubs.

## LEARNINGS & RECOMMENDATIONS

Usage of TOC: The GIE program regularly adapted TOCs to specific contexts and developments and this facilitated agile steering of the program, which helped to seize opportunities. Champion strategies were not always explicitly mentioned in TOCs and objectives were sometimes formulated too ambitiously. It is therefore recommended to explicitly mention champion strategies in TOCs and adapt the formulation of objectives to realistically achievable levels.

Multistakeholder approach: The approach has been effective at both the global and national level as it leveraged influence with stakeholders and institutions which would otherwise be less open to the voice of civil society. It is therefore recommended to continue this approach in future L&A programs.

The nexus approach: The approach resulted in many benefits in terms of opening up new entry points for L&A, especially in the context of reduced civic space, and it also contributed to a more compelling narrative and reaching new audiences. A challenge at times was to sufficiently build the energy knowledge and skills of the nexus organizations within the set time frame, and to get the nexus organizations, with their different agendas and strategic priorities, behind one joint advocacy agenda. The recommendation is to continue to seek for opportunities for nexus advocacy, but to make a better assessment of the capacity building needs and if needed, also include other advocacy skills building and capacity development on doing advocacy as a coalition.

Media: According to the case studies the media interventions worked very well in combination with the collaborative advocacy approach, particularly in the contexts of shrinking civic space. Media work was important for agenda setting and awareness raising, and this indirectly contributed to citizen agency. One-off trainings of journalists appear not to be effective and sustainable, and specific attention for the involvement of women journalists remains necessary. To enhance even more the effectiveness of the media work, it is recommended to continue aligning media work with other interventions, and to develop (agile) media strategies per country. It is also recommended to enhance the use of mobile phones and social media to share information on best practices and innovative technologies. Lastly it is recommended to have a long-term strategy towards the training and involvement of journalists in DRE.

Communication & Mobilization: Advocacy could be strengthened by having more communication expertise involved in the strategic design phase, especially at the level of the countries and the partners, to ensure clear context specific narrative, with clearly defined target audiences. It is also recommended to encourage that the insights from global publications by Hivos, such as the Climate Outreach report on GIE communication<sup>5</sup>, are used on the country level and feed into communication, media and public engagement strategies. It is recommended to build upon the experiences from the program and to explore how to strategically use mobilization or public engagement in combination with collaborative advocacy, to create pressure where needed, in a positive manner.

Champion strategies: Champion strategies were an important part of the overall GIE L&A approach but were not always explicitly mentioned in the TOCs. The champion strategies used within GIE were strategies to demonstrate solutions for DRE (technical, or on the level of systems or policies) and champion strategies that aim to be inspirational. For future champion strategies, it is recommended to make this distinction to ensure that both the way the champion project is designed, as well as the related advocacy interventions, are in line

---

<sup>5</sup> <https://climateoutreach.org/resources/decentralised-renewable-energy-dre-hivos/>

with the aim. For that purpose, it is also recommended to make the strategic intervention logic more specific and clearer in the TOC.

Collaborative advocacy: The collaborative approach worked well because the topic of DRE (and in some cases also the nexus advocacy) permits the identification of joint solutions, in dialogue with decision makers and with allies, in a non-politicized manner and with low levels of resistance. It is recommended that Hivos maintains this role. The approach, however, also has its limits as there is always a tension between collaboration and dissent. This is particularly challenging when advocating for the reduction of fossil fuel subsidies. It is therefore recommended that in the future, Hivos defines its objectives in terms of “more investments in DRE” and not in terms of “reducing investments in fossil fuels”, as the “lobbying against” approach is not where Hivos sees its own role. Furthermore, various stakeholders highlighted the importance of continuous reflection on whether seeking (behind the scenes) collaboration or strategic alignment with more activist groups is required to exert some additional pressure in areas where this is needed. This reflection has happened over time, and in a few cases there was such collaboration. In most cases, however, Hivos decided that this would not contribute to the effectiveness or it could jeopardize their relations with the government. Finally, the work on transparency and accountability is sometimes seen (internally) as potentially too confrontational, but as the program also demonstrated successes in this area, it is recommended to, in future programs, continue to reflect on opportunities to work on this topic through the collaborative advocacy approach.

Gender Equity and Social Inclusion (GESI): Working on gender demands other capacities and strategies compared to working on social inclusion. As there was no targeted work on specific marginalized groups such as indigenous communities or disabled people, and this was not part of the strategy either, the program needs to redefine the target groups, defining marginalized groups more narrowly and specify that it works predominantly on gender equity.

Partner ecosystem: The mix of well-established partners with specific and complementary expertise areas contributed to the success of the program because it created new entry points for L&A and made it possible to transform the program narrative into a story that people can relate to. Shifting the narrative from just DRE (implicitly against fossil fuels, politically a polarized topic), to a regional development issue, also contributed to opening up civic space. It is therefore recommended to continue exploring the boundaries of establishing diverse partner ecosystems without losing focus on the L&A long term and intermediate outcomes.

Private Sector: Working with the private sector was often time intensive and cumbersome, while often not leading to clear outcomes. It is therefore recommended that when a deliberate choice to work with the private sector is made, to further strategize to better understand renewable businesses and their interests and motivations. This way the program can find better ways to engage them by catering better to these interests - while ensuring that the engagement is strategically focused. This can be achieved by co-creation of strategies, for example by working in a multistakeholder initiative. Another option, if the strategy is not fruitful, is for example to collaborate with others who are better placed to collaborate with the private sector.

Flexibility of GIE: The GIE program was managed in a way that made constant adjustments (to new realities) possible. Particularly the flexibility in budgets, the regular adjustment of the generic TOC to country TOCs, and by allowing countries to adjust their TOC yearly. Also the structures and procedures were appropriate for an L&A program. It is recommended to continue improving and strengthening the relevant structures and (financial) procedures for L&A programs to maintain the necessary level of flexibility.

GIE as a learning program: The internal learning was very good and contributed to important adjustments, new insights into new stakeholders and the identification of L&A opportunities. As a result, GIE became and remained influential in each country and at global level. The internal learning also contributed to keeping partners on board and to maintain levels of participation because each partner continued to have an important stake / interest.

Partnership with Ministry: The cooperation with the IGG of the Dutch MoFA advanced during implementation of the program, but the involvement with the embassies depended on the country and topic. At the global level and in the Netherlands, there was good and successful cooperation between the program coalition and the MoFA. At country level, there was less cooperation because embassies had been phasing out “energy” in their programs and did not have sufficient capacity. Also, (some) embassies seem to be more focused on large scale oil and gas explorations. It is recommended to continuously identify the interests of the partners in the program to be able to adjust the level of cooperation to realistic levels.

Capacity Development: Peer to peer and on the job capacity development worked best, as well as enabling partners to take the lead in the development and implementation of L&A interventions. Also, the exchanges between GIE staff members and partners from different GIE intervention countries proved to be effective. However, care needs to be taken as possible blind spots may exist or arise. Also, capturing the progress made with the capacity development on L&A proved to be difficult at the individual, institutional and partner ecosystem level. It is therefore recommended to develop an overall (GIE program level) template and consistent process for capturing the results of capacity development on L&A. It is also recommended to identify potential missing L&A capacities of peers and/or partners via joint assessments of the combined existing capacities of partners on L&A.

## LIST OF ABBREVIATIONS

ADB	Asian Development Bank
AfDB	African Development Bank
BC	Brooklyn Coalition
CAC	Citizen Agency Consortium
CAN	Climate Action Network
CD	Capacity Development
COP22	UN Climate Conference (Conference of the Parties)
DMEL	Design, Monitoring, Evaluation & Learning
(D)RE	(Decentralized) Renewable Energy
ECL	Energy Change Lab
EDD	European Environmental Days
GESI	Gender Equity and Social Inclusion
GFC	Global Climate Fund
GIE	Green and Inclusive Energy
GPA	General Program Analysis
HEPA	Global Energy and Health Platform of Action
HLPF	High Level Political Forum
IDB	Inter-American Development Bank
IIED	International Institute for Environment and Development
IGG	Directie Inclusieve Groene Groei / Ministerie van Buitenlandse Zaken (NL)
JET	Journalists Environmental Association of Tanzania
L&A	Lobby & Advocacy
L&P	Lobby & Policy

MEMR	Ministry of Energy and Mineral Resources
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs (The Netherlands)
MSME/ M-SME	Micro, Small and Medium Enterprises
MWECP	Ministry of Women's Empowerment and Child Protection
OH	Outcome Harvesting
SADC	Southern African Development Community
SDG 7	Sustainable Development Goal 7
SDG 7 TAG	Sustainable Development Goal 7 Technical Advisory Group
SICA	Central American Integration System
OLADE	Latin American Energy Organization
TOC	Theory of Change
TANGSEN	Tanzania Gender and Sustainable energy network
TGNP	Tanzania Gender Network Program
UNDESA	United Nations Department of Economic and Social Affairs
UNFCCC	United Nations Framework Convention on Climate Change
UN-OHRLLS	UN Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
WB	World Bank

# PREAMBLE

This evaluation report presents the main findings and recommendations of the end-evaluation of the Green and Inclusive Energy program (GIE) implemented by Hivos, ENERGIA and IIED, and financed by the Dutch Ministry of Foreign Affairs under the Dialogue and Dissent framework (2016-2020). The evaluation was carried out by ImpacTrack during the period December 2019 - June 2020; a period characterized by the global COVID-19 pandemic.

The goal of the program is to *'meet people's energy needs through green and inclusive energy systems that create economic opportunities for women and men while mitigating climate change.'* Interventions at two levels have been designed to achieve this overall goal: (1) influencing policy and finance at local, national, regional and international levels, and (2) increasing the lobby and advocacy capacity of the consortium and civil society partners. The evaluation covers the activities carried out in Central America, Indonesia, Nepal, Kenya, Tanzania, Zimbabwe, Malawi and since 2018 Myanmar as well as at the global level during the period 2016 - 2020.

We would like to thank the evaluation managers, Wenny Ho and Karel Chambille, for their support, guidance and constructive input. We also would like to thank Eco Matser and Laerke Groennebaek for their useful insights and for their support with logistics and contacts.

We would like to thank all GIE staff and partners in the different GIE countries for their valuable contributions. Particularly in the case study countries, we thank Henriette Imelda, Maimuna Kabatesi, Mike Maketho and Rita Poppe, for their support and flexibility to cope with the many changes as a result of the COVID-19 outbreak. For the Indonesian case study, also a special thanks to Elly Anggraeni who provided ongoing support to reorganize all the field visit logistics during the pandemic outbreak.

Finally, we would like to thank the members of the External Reference Group, Jennifer Chapman, James Taylor and Huib Huyse, for their valuable comments and suggestions on earlier versions of this report.

We hope to see the lessons learnt through this evaluation translated in future successful advocacy work to ensure green and inclusive energy for all.

## **June 2020**

Sharon Becker  
Manon Wolfkamp  
Huub Sloot

# CONTENT

<b>EXECUTIVE SUMMARY</b>	<b>3</b>
Introduction	3
The Case Studies	4
The General Program Analysis	6
EFFECTIVENESS	6
RELEVANCE	10
SUSTAINABILITY	10
EFFICIENCY	11
Learnings & Recommendations	12
LIST OF ABBREVIATIONS	14
<b>PREAMBLE</b>	<b>16</b>
<b>CONTENT</b>	<b>17</b>
<b>CHAPTER 1: INTRODUCTION</b>	<b>19</b>
1.1 Objectives of the evaluation	19
1.2 Scope and Methodology	19
1.3 Limitations	24
1.4 Methodological adjustments	25
<b>CHAPTER 2: PROGRAM GOALS AND INTERVENTIONS</b>	<b>26</b>
2.1 Introduction	26
2.2 Outcome goals	26
2.3 Advocacy interventions	28
2.4 Capacity development interventions	28
2.5 Assumptions	29
2.6 Cross cutting themes and approaches in the GIE program	30
<b>CHAPTER 3: GENERAL PROGRAM ANALYSIS</b>	<b>31</b>
3.1 Introduction	31
3.2. General description of the GIE program and trajectory	31
3.2.1 GIE program trajectory, learning and implementation since 2016	31
3.2.2 Cycles of planning and M&E on L&A	33
3.2.3 Theory of Change	34
3.2.4 Interventions linking local to national to global	37
3.2.5 Partnerships with renewable energy businesses	38
3.2.6 Transparency and active citizenship	39
3.2.7 The partner-ecosystem	40
3.2.8 Gender and Social Inclusion (GESI)	43
3.2.9 Capacity to take advantage of opportunities	44
3.3 Effectiveness	45
3.3.1 Comparison planned and realized advocacy outcomes	45
3.3.2 GIE L&A strategies and interventions	55
3.3.3 Comparison planned outcomes and realized outcomes Capacity Development	59
3.3.4 Capacity Development interventions	63
3.3.5 Multiplier effects through multi-actor engagement	66
3.3.6 Actors, factors and processes influencing these changes	66
3.3.7 Explanation of the findings	67
3.3.8 Applied strategies and interventions	69
3.4 Relevance	71
3.4.1 Marginalized people, notably women	71

3.4.2.	Environment/ climate change	72
3.4.3.	Relevance of program in current (global) context	72
3.5	Sustainability	73
3.5.1.	Policy and practice change	73
3.5.2.	Continuation of L&A interventions of partners	73
3.5.3.	Multiplier effect	74
3.6	Efficiency	75
3.6.1.	Assessment of efficiency	75
3.6.2	Spending	77
3.6.3.	Learnings and adjustments	77
<b>CHAPTER 4: CASE STUDY ANALYSIS</b>		<b>78</b>
4.1	Introduction into the case studies	78
4.2	Global: The multistakeholder approach for global level advocacy	78
4.2.1	Introduction	78
4.2.2	TOC & Outcome Analysis	80
4.2.3	Findings on learning topic	82
4.2.4	Conclusions and learnings	88
4.3	Indonesia: advocacy through the energy-gender nexus approach	92
4.3.1	Introduction	92
4.3.2	TOC & Outcome Analysis	94
4.3.3	Findings on learning topic	98
4.3.4	Conclusions and learnings	103
4.4	Malawi: The contribution of GIE interventions on reporting to green and inclusive policies	109
4.4.1	Introduction	109
4.4.2	TOC and Outcome Analysis	111
4.4.3	Findings on the learning topic	113
4.4.4	Conclusions and main learnings	115
4.5	Tanzania: The contribution of the Renewable Energy Journalism Fellowship to green and inclusive policies	121
4.5.1	Introduction	121
4.5.2	Tanzania: Media and Communications	123
4.5.3	Findings on the learning topic	124
4.5.4	Conclusions and main learnings	129
<b>CHAPTER 5: SYNTHESIS</b>		<b>135</b>
5.1	Introduction	135
5.2	Conclusions	135
5.2.1.	Effectiveness	135
5.2.2.	Relevance	140
5.2.3.	Sustainability	141
5.2.4.	Efficiency	141
5.3.	Learnings & Recommendations	142
ANNEX 1A	TERMS OF REFERENCE	149
ANNEX 1B	INCEPTION REPORT	149
ANNEX 2	Generic GIE TOC 2016	149
ANNEX 3	Generic GIE TOC 2018	149
ANNEX 4.1	GIE PROGRAM	150
ANNEX 4.2	GLOBAL CASE STUDY	151
ANNEX 4.3	CASE STUDY INDONESIA	152
ANNEX 4.4	CASE STUDY MALAWI	156
ANNEX 4.5	CASE STUDY TANZANIA	157
ANNEX 5	REPORT LEARNING WEBINAR (19 JUNE 2020)	158

# CHAPTER 1: INTRODUCTION

## 1.1 OBJECTIVES OF THE EVALUATION

This report presents the main findings, conclusions and lessons learned from the end-evaluation of the Green and Inclusive Energy (GIE) program, carried out by a consortium of Hivos and IIED during the period 2016 - 2020.

The evaluation was carried out by a team of three consultants from ImpacTrack, a consultancy organization specialized in the development, implementation and evaluation of effective lobby & advocacy campaigns in the field of international development, and was realized during the period December 2019 - May 2020.

The objective of the end-evaluation is to assess the effectiveness, relevance, sustainability, and efficiency of the GIE program (see Terms of Reference in Annex 1A). These evaluation criteria relate to the following changes the program has contributed to:

- *Changes in capacities for Lobby and Advocacy (L&A) of (Southern) partner organization*
- *Changes in agendas, policies and practices of government and market actors*

The evaluation has two purposes: Learning and Accountability. The accountability function means that Hivos will use the evaluation to account for the GIE program as part of the broader Citizen Agency Consortium (CAC) program under the Strategic Partnership with the Dutch Ministry of Foreign Affairs (MoFA). The learning of the evaluation is intended to contribute to organizational and strategic learning for both the Hivos offices and the partners involved in the GIE program. To serve these purposes, the objective of the evaluation is to answer the evaluation questions as specified in the Terms of Reference.

## 1.2 SCOPE AND METHODOLOGY

### Scope

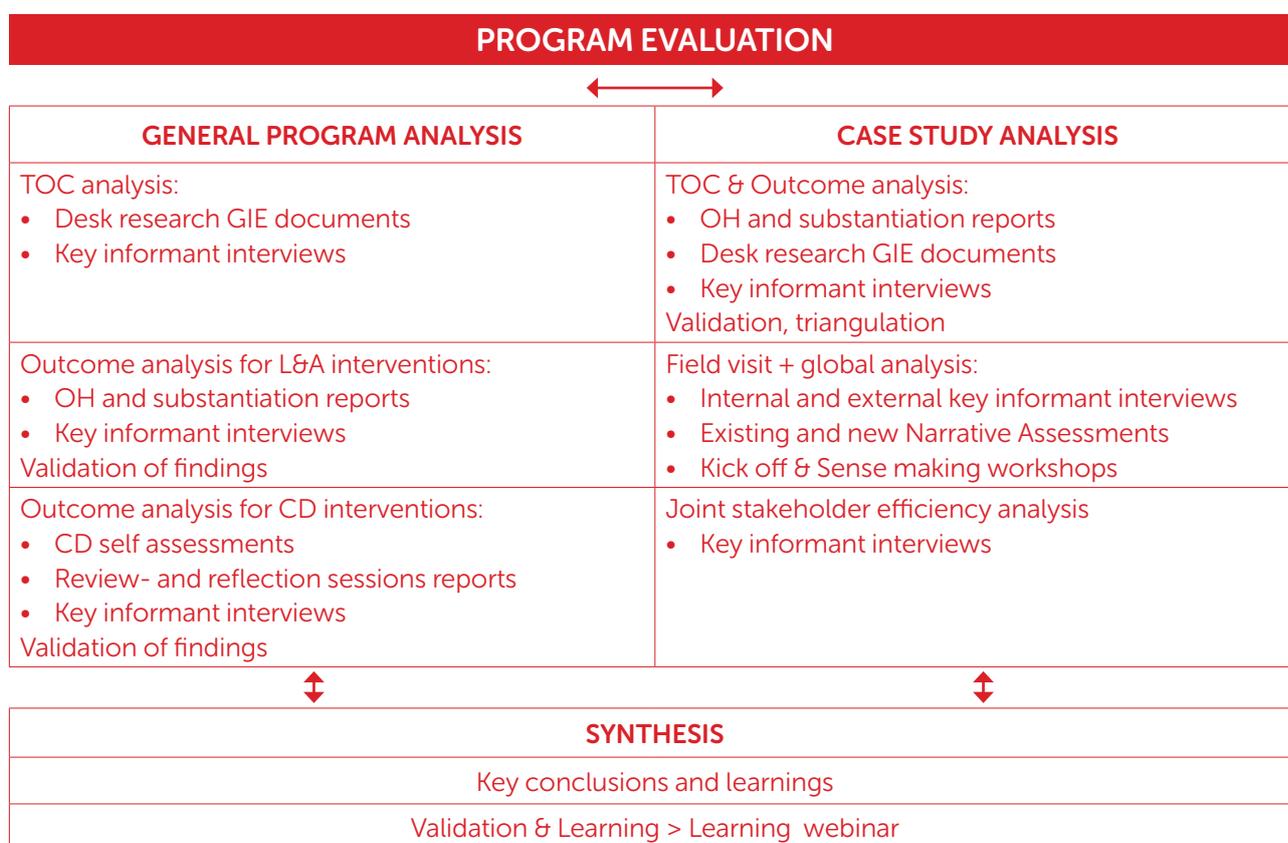
The end-evaluation covered the whole program consisting of country programs in all GIE countries: Indonesia, Nepal, Kenya, Tanzania, Zimbabwe, Malawi, Myanmar (since 2018) and Central America (with Nicaragua as a focus country, replaced by Guatemala in 2018), as well as the interventions at the global level. For all countries and the global level, a General Program Analysis consisting of a Theory of Change (TOC) analysis and an analysis of the main outcomes of the program on lobby & advocacy (L&A) and capacity development (CD) was done. In addition, four case studies were conducted to study in-depth specific learning topics and questions on:

- Advocacy through the energy-gender nexus= approach in Indonesia
- The contribution of GIE interventions (particularly related to reporting) to the development of green and inclusive policies in Malawi
- The contribution of the Renewable Energy Journalism Fellowship to green and inclusive policies in Tanzania
- The multi stakeholder approach for global level advocacy

The energy-gender nexus approach means that Hivos also includes also non-energy partners, in this case from the women's movement, to advocacy for the program goals through nexus topics, at the intersection of women's rights and energy rights.

## Methodology

The model below presents the framework of the GIE program evaluation, its main components and interlinkages: the General Program Analysis (GPA), the Case Study Analysis (CSA) and the Synthesis.



The following sections present the methodologies used for the GPA, the CSA and the Synthesis.

### General Program Analysis (GPA)

The GPA consisted of a TOC analysis and an Outcome analysis (for L&A and Capacity Development). The results of the GPA are reflected in chapter 3 of this report.

#### *TOC Analysis at program and country level*

The TOC analysis was carried out to assess the relations between the long-term institutional changes, the intermediary outcomes, the interventions, the targeted actors and the underlying assumptions in each GIE intervention country, at global level and, as a result, at GIE program level. Moreover, the analysis looked at how and why the TOCs changed over time. The main sources of information for the TOC analysis were the TOC documents, the Outcome Statements report and the reflection documents on TOC revisions, including the reports on the internal learning questions. This data was complemented by interviews with L&A and DMEL Officers in each GIE country during the evaluation period, see also Annex 1 B).

#### *Outcome analysis*

Two outcomes analyses were carried out; one for the L&A interventions of the program and one for the Capacity Development interventions.

### Outcome analysis for L&A interventions

The GIE program has defined several outcomes in its program document in 2015 on Green and Inclusive Energy policies and funding of Green and Inclusive Energy. As the GIE program already harvested the outcomes until the end of 2018<sup>6</sup>, this information was used as one of the main sources for the outcome analysis. Additional outcomes in 2019, identified during the interviews, were added by the evaluators, and all outcomes were verified during the evaluation process. The analysis focused on the following questions:

- 1) To what extent have the outcome goals (as presented in the TOC) of the GIE program been achieved?
- 2) Which intermediary outcomes have been achieved and how do they relate to the outcome goals?
- 3) Which other changes have been achieved?

The L&A interventions undertaken to achieve these outcomes were analyzed using the Outcome Statement document and the information provided for by the GIE teams during the evaluation process. During the analyses of the L&A interventions the following intervention areas were taken into account:

- 1) Development of knowledge on the GIE topic (research);
- 2) Influencing the public and policy debate: advocacy messaging and framing (communication);
- 3) Online and offline media work (media);
- 4) Engaging and activating specific audiences/ constituency (mobilization);
- 5) Mobilizing key allies and building or strengthening networks, coalitions or platforms (allies and alliances);
- 6) Policy work and direct engagement with decision makers in governments and the private sector (lobby).

Based on this analysis, conclusions were drawn about the effectiveness and the contribution of these interventions to the progress of the GIE program. The Outcome Statement document was the main source of input for this analysis, complemented by a limited number of interviews with key informants (hub advocacy leads and global GIE team members). The case study research in Malawi, Tanzania, Indonesia and at the Global Level also provided input to enrich the analysis.

### Outcome analysis on Capacity Development

An assessment was made to what extent progress was made regarding the specific capacity development objectives in each country by comparing the initial objectives set for capacity development with the actual (current) situation. When looking at the actual situation, the following categories and criteria for strengthened capacity on L&A<sup>7</sup> were taken into account:

---

<sup>6</sup> program, Outcome Statement Document 2018.

<sup>7</sup> Criteria inspired by (1) criteria of the Dutch Ministry of Foreign Affairs for L&A capacity development, (2) Hivos publication *"A lobby & advocacy approach to promote decentralized renewable energy solutions to achieve universal energy access"*, adjusted to GIE context<sup>8</sup>

CATEGORY	CRITERIA FOR STRENGTHENED CAPACITY
Strategy development	<p><i>How have the strategic capacities of partners been strengthened in terms of amongst others:</i></p> <ul style="list-style-type: none"> <li>- Understanding of the topic / issues involved</li> <li>- SMART development of L&amp;A objectives: Specific, Measurable, Achievable, Realistic and Timebound</li> <li>- Context and stakeholder analysis (including power analysis)</li> <li>- Tactical interventions (research, comms, media, mobilization, allies/alliances, lobby)</li> <li>- Innovative / daring activities</li> <li>- L&amp;A at different levels (local, national, regional, international)</li> <li>- Strategy &amp; TOC design (including insider-outsider strategies)</li> </ul>
Organization & Management	<p><i>How have the organizational capacities of the partners been strengthened in terms of amongst others:</i></p> <ul style="list-style-type: none"> <li>- Clear internal decision making procedures</li> <li>- Internal ways of working on L&amp;A: human and financial resources</li> <li>- Positioning and thought leadership</li> <li>- Agile strategic steering</li> <li>- Adequate implementation of interventions</li> </ul>
Networking and coalition building	<p><i>How have the networking and coalition building capacities of the partners been strengthened in terms of amongst others:</i></p> <ul style="list-style-type: none"> <li>- Collaboration with other stakeholders, including research, media, etc.</li> <li>- Relation with beneficiaries (legitimacy)</li> <li>- Relation with decision makers (government and private sector, global institutions)</li> </ul>

The self-assessment reports of the GIE partners and hubs, realized at the beginning of the program period, as well as review and reflection documents were the starting point for the analysis, and these were complemented by Skype interviews with relevant staff of Hivos and partners involved in capacity development in each hub as well as in the case study countries.

Also, an overview of the most commonly implemented L&A capacity development interventions used within the GIE program was made, using the internal reporting and reflection documents as well as the interviews with GIE staff in each country. Thereafter, capacity development interventions were identified who:

- 1) Were perceived by GIE staff to be most successful (strengthening partners on L&A, see the checklist above);
- 2) Were perceived by GIE staff to be least successful.

### Case Study Analysis (CSA)

The four case studies were conducted around the following specific learning questions:

- 1) To what extent and in what ways did the inclusion of the nexus approach and the effects of working as a partner ecosystem, strengthen the L&A efforts on GIE? (Indonesia);
- 2) The contribution of GIE interventions on reporting to GIE policies (Malawi);
- 3) To what extent and in what ways have the specific interventions focusing on communication and media strengthened the overall L&A efforts on GIE? (Tanzania);
- 4) To what extent and in what ways has the multistakeholder approach, notably through the Brooklyn Coalition, been successful and what can be learnt from this? (Global).

These case studies consisted of an analysis of the country TOC and an analysis of relevant outcomes (for L&A and CD) from the learning topic perspective. The results of the case study analyses can be found in chapter 4 of this report.

For the case studies, the assessment was complemented by an analysis of how these Capacity Development outcomes contributed to more effective L&A interventions around the learning topic.

#### *TOC & Outcome analysis*

For each case study (country / global) a TOC and outcome analysis was realized, focusing on:

- To what extent and how has the strategy central to the learning topic contributed to the realization of the outcome goals?
- Which other changes central to the learning topic have been achieved and how?
- How do the different (intermediary) outcomes central to the learning topic relate to each other and the end goals?

This analysis was based on desk research (including TOC analysis, an analysis of the outcome statement documents and the substantiation document) and key informant interviews with selected stakeholders in the case study countries and at the global level.

#### *Case study field visits and global analysis*

Due to the Covid-19 pandemic the planned field visits were cancelled. The program and methodology was adjusted for each case study in close collaboration with the Hivos staff members. In chapter 4 of this report the adjusted methodology for each case study will be further elaborated upon. All adjusted studies consisted at least of the following main elements:

- Semi-online kick off workshop with GIE staff and partners
- Online interviews with partners, GIE staff and external stakeholders
- Online narrative assessment
- Some form of sense making (online workshop or via email)

#### *Kick-off workshop*

The kickoff workshops each had a duration of 2 - 3 hours and were held with GIE country staff (or global GIE staff, for the global case study) and relevant partners. The objectives of the workshop were to: (1) Present the evaluation process and program of the field visit, (2) Stimulate joint reflection on the main evaluation questions, and (3) Stimulate joint reflection on the evaluation questions related to the learning topic.

#### *Online interviews*

Semi-structured interviews were held to obtain additional information relevant to the specific learning topic and the efficiency analysis. These were held with: GIE staff global and in each Hub, Hivos country staff and local partner organizations, the Dutch Embassy (in the case of Tanzania), and relevant external stakeholders (e.g. policy makers, media, peers, experts). Beforehand, a draft list of stakeholders to be interviewed was developed in collaboration with each case study country team and for the global case study.

#### *Narrative assessment interviews*

Narrative assessments (in-depth interviews on specific topics) with staff of GIE partners and hubs (see Chapter 3) were used to complete and enhance understanding of how change happened in the case study country and on the global level, and how this has guided strategic decision making. NA were applied to the learning topic (and corresponding specific learning questions) in each case study country and at the global level. The topic and the corresponding learning questions were identified in close collaboration with the advocacy officer (from HIVOS or partner organization) in each case study country and at the global level.

### *Sensemaking workshop*

Only for Tanzania a sense making session could be organized via Blue Jeans and MentiMeter (an online tool to collect input online). However, the session was severely shortened. For the other case studies in Malawi, Indonesia and Global, draft texts were shared with GIE staff and the main partners to obtain their feedback.

### *Stakeholder Efficiency Ratings*

To assess the efficiency of L&A interventions, in a specific case study context, we planned to do an adapted version of Efficiency Ratings by stakeholders<sup>8</sup> in all four case study countries. Beforehand, a list of the main advocacy interventions was compiled with GIE staff (Advocacy Officer). They, and partners where relevant, were then asked to make an estimation of the main human and financial resources used for the implementation of each of the interventions. Subsequently, an analysis was made of the intervention's contribution (high or low) towards achieving the objective (intermediary) outcomes against the estimated cost (high / low) of the intervention. The results were presented using the following format (costs versus contribution of each L&A intervention):

Low contribution High cost	High contribution High cost
Low contribution Low cost	High contribution Low cost

Due to inability of the evaluators to travel to the case study countries, and due to the difficulties, we had obtaining the necessary information on some of the case study countries, we could only do a partial stakeholder efficiency rating with internal stakeholders in Tanzania during the digital sense making workshop.

### **Synthesis**

Chapter 5, the synthesis, brings together the main findings from the GPA and the CSA, and consists of the key conclusions related to the effectiveness, efficiency, relevance and sustainability (see Annex 1 A, Terms of Reference). Chapter 5 also presents the main learnings and recommendations related to the main evaluation questions and the learning topics from the four case studies.

## **1.3 LIMITATIONS**

When developing the framework of this evaluation and discussing possible limitations, we never imagined a worldwide pandemic with such a severe impact on our work. The Corona crisis as a result of the COVID-19 pandemic was the main unexpected limitation of the evaluation:

- Last minute, three case study field visits had to be cancelled;
- The narrative assessments, the semi-structured interviews and the kick off workshop were all conducted online which impacted the quality of the interviews due to an absence of face to face interaction, a varying quality of internet connections and challenges with the translation/ interpretation where this was necessary;
- The sense making workshop and the stakeholder efficiency rating were only conducted in the Tanzania case study;
- Availability of staff, stakeholders and the evaluators was limited as many had to take care of children during office hours (due to the closing of schools and day care facilities);
- The joint learning element aspect was reduced as there was no face time together to work on e.g. joint learning objectives;

<sup>8</sup> <https://thespindle.org/2019/06/06/how-efficient-are-your-lobby-and-advocacy-interventions/>

- There was no possibility to meet and work as an evaluation team physically and there was significantly less time for joint analysis;
- The validation workshop and the learning event could not take place as planned.

To make sure the most relevant findings were still captured, an additional round of feedback was included by sharing the draft case study reports with GIE staff and the main implementing partners.

Other limitations and risks related to the set up of this end evaluation were:

1. The case studies were (deliberately) not selected to be representative of the program; as a consequence the findings of the case studies related to the general evaluation questions were used to enrich the General Program Analysis, see chapter 3;
2. Not all program outcomes of 2019 were available. Nearing the end of the evaluation, more outcomes became available, but the outcomes obtained by interviews are probably less elaborate and exhausting as for the other years. This is not problematic per se, but good to be aware of;
3. The possibilities for triangulation were limited for the non-case-study countries, but care has been taken to verify the information obtained from the available monitoring and reporting data, and interviews with the advocacy and DMEL officers of the different hubs;
4. Despite several requests to the Financial Officers in the case study countries, the information was never provided for and it was therefore not possible to obtain the financial information (costs) on L&A interventions in Malawi, Indonesia and Global. This limited the possibility to do a stakeholder efficiency rating on the efficiency of the different L&A interventions and a more qualitative analysis has been made;
5. In addition to the more limited availability of staff due to the COVID-19 pandemic, especially in Indonesia, there was already insufficient availability of relevant GIE staff due to the existing workload, which was already indicated at the start of the evaluation process. Although additional logistical staff was hired by the Indonesian office, this did impact the evaluation, as it made it challenging and time consuming to get sufficient and timely input and feedback. This was then aggravated by the effects of the pandemic.

During the course of the evaluation these limitations were always discussed with the Evaluation Managers, and together the consequences of these limitations were mitigated where possible, for instance by providing additional opportunities for GIE partners and Hub staff in the different regions to give feedback on draft versions of the case studies.

## 1.4 METHODOLOGICAL ADJUSTMENTS

Due to the COVID-19 pandemic the methodology of the case studies was adjusted. This is further elaborated in chapter 4 in the introduction of each case study. Two additional methodological adjustments were made:

- Originally the GPA was supposed to be reported on regional level, with country examples. During the evaluation however, we found that the program is quite consistent in its approaches. Reporting at regional level with country examples would lead to much repetition, therefore we decided to report at program level, using regional and country examples;
- The planned validation workshop and the learning event in Kigali, Rwanda in May, with participation of GIE representatives from all countries to discuss the findings and learnings of the evaluation could not continue due to the travel restrictions. Validation was done by collecting feedback from relevant staff and partners after sharing a first draft of the evaluation report. The learning event was converted into a webinar, held in June 2020.

# CHAPTER 2: PROGRAM GOALS AND INTERVENTIONS

## 2.1 INTRODUCTION

The GIE program is one of the programs of the Citizen Agency Consortium (CAC), consisting of Hivos, the International Institute for Environment and Development (IIED) and Article 19. The GIE program is part of the strategic partnership with the Dutch Ministry of Foreign Affairs under the Dialogue and Dissent framework (2016-2020).

The current global energy system based on fossil fuel is in crisis, and slowly transitioning to a more decentralized system based on renewable energy production. The CAC aims with its five-year GIE program to speed up this transition and for the system to become more inclusive, taking into account the needs of all consumers, including women. The program aims at a system change, in which CSOs play a crucial role as advocates, innovators and brokers of partnerships with governments, private sector parties and others.

The overall goal of the program is to 'meet people's energy needs through green and inclusive energy systems that create economic opportunities for women and men while mitigating climate change.' Interventions at two levels have been designed to achieve this overall goal:

1. influencing policy and finance at local, national, regional and international levels;
2. increasing the lobby and advocacy capacity of the consortium and civil society partners.

These interventions take place at international level, regional level (Central America) and in the focus countries of the program: Indonesia, Nepal, Kenya, Tanzania, Zimbabwe, Malawi, Nicaragua (which was replaced by Guatemala) and since 2018 Myanmar. The international partners for the program are ENERGIA and IIED. The program is financed by the Dutch Ministry of Foreign Affairs which is also seen as a partner in the program.

The total budget for the CAC for the period 2016 - 2020 was EUR 50.279,606. Being one of the four CAC programs, the GIE budget accounts for 27.4% of the total CAC budget, and is presented below<sup>9</sup>:

REGION	5 YEAR BUDGET (EUR)	%
Asia	2.490,913	19
East Africa	3.143,019	14
Latin America	1.565,861	14
Southern Africa	2.964,998	21
International / Netherlands	3.641.460	31
<b>Total</b>	<b>13.806,252</b>	<b>100</b>

## 2.2 OUTCOME GOALS

The overall goal of the GIE program is to "meet people's energy needs through green and inclusive energy systems that create economic opportunities for women and men while mitigating climate change". The program developed a TOC, which was further adjusted in 2018, to further describe what pathways will lead to the realization of this goal and which assumptions are underlying the cause-effect relations of the pathways. The TOC is based

<sup>9</sup>Program Document CAC consortium, 2015.

amongst others on an analysis of the external context, the power dynamics within the system and the contribution Hivos and partners envision to make. The generic TOC was adapted to specific country, regional and an international TOC at the start of the program in 2016.

In the generic TOC for the program (the 2018 version)<sup>10</sup>, the following advocacy outcomes were identified<sup>11</sup>:

1. Five national governments display increased transparency and accountability on policies, implementation and energy financing including allocated budgets and actual spending;
2. Five national governments have adopted and are implementing policies to make energy systems (grid/off grid) more green and inclusive (gender included);
3. Five national governments apply for and use Climate Finance for the development of green and inclusive energy systems;
4. Five national governments have created a supportive investment climate for private sector development in renewable energy;
5. Five national governments have increased investments in domestic renewable energy and have reformed detrimental fossil fuel subsidies;
6. Five national governments create space for CSOs and include them as stakeholders.

The 2018 TOC also identified several outcomes on capacity development:

1. CSOs have increased their ability to provide constituencies with relevant information and articulate their energy needs to effectively demand reliable, green and affordable energy and enabling policies and financing;
2. CSOs have increased their ability to analyze and advocate for the improvement of women's and marginalized group's positions regarding energy services, finances and policies;
3. In each country one lead energy CSO and one other CSO have increased the ability to implement effective L&A strategies and act successfully as legitimate and knowledgeable voices in debates on energy policies + practice;
4. CSOs have increased their ability to use the ongoing energy transition process to support the agenda for active citizenship;
5. CSOs (energy and non-energy) have formed influential networks with other CSOs and with relevant stakeholders;
6. Leading CSOs are able to influence and network.

Finally, several intermediate outcomes were identified at GIE program level:

#### *Intermediate L&A outcomes*

1. Governments join multistakeholder dialogues;
2. Governments increase transparency and accountability;
3. Media reports on green and inclusive energy, role of CSOs and accountability;
4. Stakeholders are inspired by innovative examples;
5. CSOs and Renewable Energy M-SMEs<sup>12</sup> cooperate to strengthen demand for supportive investment climate and finance for GIE;
6. Energy users (both consumers and private sector) demand adequate energy services from the government;
7. Utilities respond to claims and accept dialogue and accountability;

#### *Intermediate capacity development outcomes*

8. CSOs have knowledge on the connection with the energy agenda and the role of citizens;
9. CSOs have knowledge on innovative and effective L&A strategies;
10. CSOs (in cooperation with Hivos, ENERGIA and IIED) understand the international linkages in energy;

---

<sup>10</sup> The updated version of the TOC from 2018 is used, as this TOC represents the most actual TOC on which the implementation has been based.

<sup>11</sup> See for a visual overview the generic TOC in Annex .

<sup>12</sup> Medium- and Small-Medium Enterprises.

11. CSOs have knowledge on the gender dimensions in energy;
12. CSOs have the skills to network;
13. CSOs act as sparring partners and are a source of information on civil society for the Dutch embassies;
14. CSOs are accepted as legitimate and credible voices in the energy debate.

## 2.3 ADVOCACY INTERVENTIONS

Lobby & Advocacy interventions within the GIE program were defined as<sup>13</sup>: *a political process by which individuals or groups aim to influence the behavior, relationships, actions, activities, agendas, policies and/or practices of target actors for a particular cause or goal, within political, economic and social systems*”.

GIE promoted collaborative L&A, which is also referred to as an insider/ dialogue approach to L&A in the following words: “Cooperative, working with institutional and private sector actors help to develop their capacities to act more responsibly and accountable and work towards a set goal (‘inside track’)<sup>14</sup>”.

The program also aligned its L&A with the Hivos Advocacy Principles<sup>15</sup>: it supports the Hivos mission and thematic objectives, the advocacy is solution focused, critically constructive, evidence based and developed and delivered in a multistakeholder setting, and an outsider approach will only be taken when there is a clear necessity.

The main L&A interventions from the TOC of 2018 are classified in the table below according to a generic categorization of the most prevalent L&A intervention strategies in advocacy work by NGOs and CSOs in general<sup>16</sup>:

## 2.4 CAPACITY DEVELOPMENT INTERVENTIONS

Following the Hivos publication on L&A<sup>17</sup>, the capacity development efforts of this program “focus more on approaches to change and less on technical energy issues including multi-actor engagement, transition approaches, linking grassroots reality to high-level policy and effective L&A strategies in a highly politicized and sensitive context.”

L&A INTERVENTION STRATEGY	STRATEGIES FROM THE TOC 2018
<b>Research:</b> Development of knowledge and evidence	<ul style="list-style-type: none"> <li>• Evidence-based L&amp;A in combination with value-based narratives</li> </ul>
<b>Communication/ messaging:</b> Influencing the public and policy debate via advocacy messaging and framing	<ul style="list-style-type: none"> <li>• Communication and media strategies based on GIE vision (root strategy)</li> <li>• Use inspiring initiatives and communicate.</li> </ul>
<b>Media work:</b> Online and offline	<ul style="list-style-type: none"> <li>• Communication and media outreach with local partners.</li> </ul>
<b>Mobilization:</b> Public engagement and activation of specific target audiences/ constituencies	<ul style="list-style-type: none"> <li>• Increase transparency and active citizenship</li> </ul>
<b>Allies &amp; alliances:</b> Mobilizing key allies and building or strengthening networks, coalitions or platforms	<ul style="list-style-type: none"> <li>• Cooperate with consumer and business associations.</li> <li>• Cooperate with nexus organizations</li> <li>• Involve women groups</li> <li>• CSOs are supported to form networks with NGOs.</li> <li>• Partnerships with renewable energy businesses and their associations.</li> <li>• Collaborate with climate groups for energy access in NDCs.</li> <li>• Amplify and expand number of actors in L&amp;A</li> </ul>

<sup>13</sup> A lobby & advocacy approach to promote decentralized renewable energy solutions to achieve universal energy access, Hivos, May 2019.

<sup>14</sup> Collaborative advocacy: Applying an insider approach in the GIE program, Hivos, 2020.

<sup>15</sup> Hivos Principles for Advocacy and Lobbying, May 2019.

<sup>16</sup> As proposed and approved in the inception report.

**Lobby & policy work:** Policy work and direct engagement with decision makers in governments and the private sector

- Dutch government influences national, regional and international energy policies and its architecture by using its mandate position in fora such as WB, EU, GCF
- Cooperate with Dutch government.
- Elaborate solution based proposals to government
- Work with Dutch or other embassies if they are interested in Green and Inclusive Energy.
- Connect national, regional and international lobby and advocacy agendas

The main Capacity Development interventions on L&A identified are<sup>18</sup>:

- Learning by doing: Engaging in the L&A work together, with continuous reflection and learning from each other;
- Continuous training: Ensuring that learning “sticks”;
- Peer-to-peer training: Leveraging experience of different partners (cost-effective);
- Safaris: Visits are critical because partners visualize and understand the benefit of DRE systems;
- Regular meetings and reflections: Joint steering on progress on TOC, and joint learning from experiences, challenges and successes;
- Attending events: Letting partners participate in regional, national and international energy platforms as an opportunity to interact with high-level advocacy targets;
- Formal trainings by others.

In addition to this classification, the capacity development takes place through a more fluid process of strategizing together, taking up shared activities, and continuous feedback, cooperation, communication and meetings. A central starting point of the capacity development is that partners are leading throughout the process.

## 2.5 ASSUMPTIONS

In the next chapter we will discuss the adjustments made in the assumptions in the TOC, but the program identified the following assumptions in 2018:

1. Privatization will not play a key role for national grids. More opportunities for PS in off grid areas;
2. Private sector is hesitant to invest in renewable energy in remote areas without subsidies;
3. Accountability and transparency lead to green and inclusive energy for all;
4. CSOs and women groups do not recognize the relevance of energy or lack capacity to advocate for meeting energy needs of man and women;
5. National governments are receptive to developing green and gender-sensitive energy systems but lack capacity to establish such systems;
6. Government is a key player in the energy sector;
7. Without CSOs, promoting energy needs of ordinary people will be overlooked by national energy markets and suppliers;
8. Existing household and SME customers suffer (due to lack of reliable and affordable energy) but don't know how to mobilize better energy access;
9. Once people and CSOs recognize economic importance and political aspects of energy systems and are aware of green and inclusive energy options, they will voice on energy needs more clearly;
10. Green energy systems have the potential to meet energy needs with decentralization explicitly access to hand-to-reach policies;

<sup>17</sup> A lobby & advocacy approach to promote decentralized renewable energy solutions to achieve universal energy access, Hivos, May 2019.

<sup>18</sup> GIE meeting Kenya, 2018.

11. National governments will be sensitive to CSO pressure and see economic, social and political advantages of green and inclusive energy. International pressure is an important push factor for governments to act.

## **2.6 CROSS CUTTING THEMES AND APPROACHES IN THE GIE PROGRAM**

Throughout the entire program, inclusivity (gender) and climate change are cross cutting issues. The program works towards an inclusive energy system: "one that prioritizes the needs of poor men and women, vulnerable and marginalized groups, as well as supporting economic growth." As women suffer most from the lack of access to energy, while if they can increase their income, they can support their community, gender is a central element in the L&A strategy and the capacity development strategy. Green renewable energy is seen as the best way to ensure minimizing the impact on climate change (by preventing greenhouse gas emissions, saving forests and improving health). GIE goes hand in hand with economic growth (by improving productivity and education opportunities) for poor people.

An important approach within the GIE program was Citizen Agency (CA): "The ability to exercise choice and to take action. In other words, people are agents of their own development." The GIE Program tries to increase citizen agency by working with partners deeply rooted in civil society, who advocate based on the interests of the people the program aims to reach. The program also enables citizen agency through energy access: if citizens have access to energy, they are empowered to make choices and take action with regards to their own development. Especially if the energy solutions are decentralized, citizens become less dependent on state utilities.

# CHAPTER 3: GENERAL PROGRAM ANALYSIS

## 3.1 INTRODUCTION

This chapter presents the findings and analysis of the research carried out across the overall GIE program. It is based on the analysis of GIE documents of each country and the program at the global level, and was complemented by information obtained from individual interviews with GIE staff members in each country, and complemented with findings obtained through the four case studies. Throughout the text, specific examples are given from one or more GIE countries or the global level to illustrate and support the findings.

## 3.2. GENERAL DESCRIPTION OF THE GIE PROGRAM AND TRAJECTORY

This section describes the trajectory of the program and its implementation since 2016: its various cycles of planning-implementation-monitoring-reflection and learning- adaptation. It also analyses the partner ecosystem for the program, and with some examples from the countries or global program.

### 3.2.1 GIE program trajectory, learning and implementation since 2016

As mentioned in chapter 2, the GIE program is implemented by Hivos, ENERGIA and IIED. Hivos and ENERGIA already collaborated before in the context of the SEforAll program<sup>19</sup>, while formal collaboration with IIED was new for ENERGIA within GIE. Within the GIE program, Hivos role was primarily a funding and coordinating one, as well as an implementing role in various intervention countries and at the global level. ENERGIA's role was to provide program-wide expertise to GIE partners on gender mainstreaming and take care of the implementation in Nepal. However, over the course of the program, ENERGIA's role to support gender mainstreaming across the program became less clear and its role changed to focusing on advocating for GIE at the international level. During the design of the GIE program, ENERGIA became part of Hivos.

IIED was responsible for the coordination of research and to provide technical support to the country and global teams, for example to identify research gaps, develop research questions and undertake in-depth technical reviews of the research produced. Moreover, IIED co-designed and co-implemented with Hivos the Energy Change Lab (ECL) in Tanzania<sup>20</sup>. IIED was also part of the CAC Steering Committee and had a wider influence on the GIE program. While Hivos and ENERGIA became increasingly visible during the implementation of the program, also as GIE advocates, IIED's role remained more 'behind the scenes' as an on-demand provider of expertise on research development and implementation to the GIE teams and, sometimes, as a evidence provider during international meetings such as EDD, COP and UNFCCC.

The GIE program started off in 2016 with the organization of a kick-off meeting in April in the Netherlands, where all Hivos GIE staff members and representatives of IIED, ENERGIA and the Ministry of Foreign Affairs (MoFA) (partly) were present. During the meeting the main concepts, approaches and strategies were discussed and agreed upon. Also, the generic TOC was discussed as well as the ways of working.

---

<sup>19</sup> Hivos and ENERGIA (and SNV) also collaborated in the SE4All program, carried out in the period December 2014 - December 2017 in Burkina Faso, Kenya, Tanzania, Nepal, Zimbabwe and Nicaragua, as well as at the global level

<sup>20</sup> IIED was leading the ECL on two components: conducting extensive research and leading on both prototyping solutions and dialogues at the national level.

The main priorities and challenges for the GIE program during 2016 - 2020 are summarized in the following table:

PRIORITIES AND CHALLENGES PER YEAR AT PROGRAM LEVEL				
2016	2017	2018	2019	2020
<p><i>Priorities</i></p> <ul style="list-style-type: none"> <li>-Contracting partners</li> <li>-Baselines</li> <li>-Contextualization of TOCs</li> <li>-Collaboration with MoFA</li> <li>-Setup, training and start with OH L&amp;A and Cap Dev self-assessments</li> </ul> <p><i>Challenges</i></p> <ul style="list-style-type: none"> <li>-Role of Hivos “as donor” vis a vis being equal part of the partner networks as one of the implementing orgs-Govt control on CSOs (civic space)</li> <li>-Synergy &amp; learning within GIE</li> <li>-Inclusivity discussion</li> </ul>	<p><i>Priorities</i></p> <ul style="list-style-type: none"> <li>-Adjustments to changing contexts</li> <li>-Focus on women &amp; youth and citizen evidence</li> <li>-Focus on outcome clusters</li> <li>-Establishment of External Reference Group on Cap Dev and L&amp;A (for whole CAC)</li> <li>-Start research on Learning Questions and assumptions within D&amp;D</li> <li>-Increased attention for communication</li> </ul> <p><i>Challenges</i></p> <ul style="list-style-type: none"> <li>-Political instability and reduced space</li> <li>-Changes in GIE staff, staff turnover</li> </ul>	<p><i>Priorities</i></p> <ul style="list-style-type: none"> <li>-Inclusion of Myanmar</li> <li>-Cap Dev of media (journalists) in GIE</li> <li>-IIED papers on citizen-generated evidence and advocacy toolkit</li> <li>-Publication of NA guide (as part of CAC)</li> <li>-Incorporating local government advocacy</li> <li>-Mid term review</li> <li>-Support global coalitions Brooklyn, ACCESS, ACCESE, etc.</li> </ul> <p><i>Challenges</i></p> <ul style="list-style-type: none"> <li>-Reduced civic space</li> <li>-Working with private sector actors</li> </ul>	<p><i>Priorities</i></p> <ul style="list-style-type: none"> <li>-Move from policy change advocacy to policy implementation</li> <li>-Increased investment in media Cap Dev</li> <li>-Global: focus on research publication</li> </ul> <p><i>Challenges</i></p> <ul style="list-style-type: none"> <li>-Tanzania problems: DFID moved out, need for new funding</li> <li>-Consumer organizations: from urban middle class to rural consumers</li> <li>-Dutch Embassies prioritize oil &amp; gas</li> </ul>	<p><i>Priorities</i></p> <ul style="list-style-type: none"> <li>-End-evaluation GIE</li> <li>-Measures to ensure program sustainability</li> <li>-Capturing learnings from five year program implementation</li> </ul> <p><i>Challenges</i></p> <ul style="list-style-type: none"> <li>-Deal with the Covid-19 pandemic</li> </ul>

The program in general was able to build on the advocacy work and structure from the 100% sustainable energy work of Hivos worldwide (between 2011 and 2015) and the work done during the SE4All program (limited number of countries and only starting in 2015) and involved some of the same partners but also new partners. Based on the 100% RE experience, a strategic choice was made to include also non-energy partners from women, budget, health, and consumer organizations: the nexus approach. The composition of GIE partners differed from country to country and at the global level, see for more details section 3.2.7. on the partner ecosystem.

The composition of GIE partners changed over time, for instance, in Tanzania and Kenya two years into the program new partners were selected through an open tender, after original partners did not live up to mutual expectations. In Tanzania this led to a new climate and media partner who were able to join the program seamlessly because of the stage of development the program was in, with the increased attention for media work and the climate connection. In Kenya the newly selected partners were already working at county level, which also fitted the course of the program really well. In Central America, the financial collaboration with, amongst others, partner RIGE was changed into a less formal and more ad-hoc working relationship<sup>21</sup>. In Indonesia, the team continued with one long term energy partner, and selected two new partners: a consumer network and a women’s groups network.

<sup>21</sup> The idea also is to foster active engagement of partners (and sustainability of the interventions) even though a financial partnership has been ended.

### 3.2.2 Cycles of planning and M&E on L&A

During the period 2016 - 2019 global GIE meetings were held with participation of staff members and (if possible) several partner representatives from all participating countries:

- GIE kick off meeting, 13 - 16 April 2016, The Netherlands;
- GIE strategy meeting, 7 - 9 April 2017, USA;
- GIE reflection meeting, 4 - 5 December 2017, The Netherlands;
- GIE reflection meeting, 20 October - 2 November 2018, Kenya;
- GIE team meeting, 16 - 17 May, 2019, The Netherlands;
- Yearly reflection meetings with all national or regional partners, organized regionally or per country;
- Joint Africa meetings in 2016 and 2019 with all partners.

During these meetings, the achieved outcomes were elaborated and discussed, as well as the context and the learning questions. Based on these discussions, the TOCs were reflected upon and a joint update of in- and external context was made. Also, sessions were organized to give partners the opportunity to share best practices on L&A approaches and capacity building on L&A issues. In some cases, the exchange of experiences also contributed to the development of GIE program publications. Moreover, program management and coordination as well as research, communication and financial issues were discussed and decided upon. Apart from the above GIE meetings, the GIE team used other opportunities for joint learning and reflection, often when meeting up for L&A during international conferences<sup>22</sup>. The regional meetings in for instance Central America and Malawi were organized to focus more in-depth on context specific topics. For instance, during the GIE Meeting in Malawi, an important topic was the promotion of improved cooking stoves in Southern African countries.

Each regional office has a regional project lead who is also the advocacy lead. This person is responsible for the regional and national strategy, the budget, for partner contracts and adjustment of program in close coordination with the global project manager. In all regions the team includes a communications officer (for 2 days a week) and a support team for finance and project management. Finally, each team has a DMEL officer (1 day per week), working closely with the project lead and the partners on the monitoring part.

An important part of the DMEL work was the regular Outcome Harvesting (OH) on L&A, carried out once or twice a year in all GIE countries and at the global level. Initially this was a difficult process, but following a training for all DMEL officers in 2017, a more efficient OH process was elaborated resulting in an improvement of the quality of the outcomes harvested. Another example of how the program improved the DMEL process during implementation is Kenya, where they are currently piloting a new method which works through a mobile phone application (Taroworks). In the app, specific indicators for each partner are developed, making it easier for partners with little experience to use. The data is stored in a cloud-based database. The advantages of this system are that data is available real time and is not liable to manipulation. The data can still be collected offline (incase the internet is missing) and uploaded once there is internet.

According to the internal reports and to most interviewees, the DMEL cycle worked well for most countries and contributed to an improved implementation. GIE staff and management were able to integrate the obtained learnings into their strategic planning and implementation. A good example is the GIE meeting in Kenya in 2018 where the engagement with different county officials in Kenya was discussed, and several modalities of engagement were distilled from this discussion and shared with partners and staff from other countries. In most cases,

---

<sup>22</sup> For instance, during HLPF 2018 in New York, SEforAll Forum in Lisbon in 2018, SDG7 Conference in Bangkok in 2017, and the COP22 in 2016.

the assumptions underlying the TOC, were changed during the program cycle, and some countries adjusted their TOC.

The GIE program worked with country level TOCs, based upon the generic TOC, and annual revisions with partners. However, the program teams appear not to have written or shared communication and/or media strategies<sup>23</sup>. This could mean that a part of the L&A interventions, mainly communication, were implemented in an ad-hoc manner and do not necessarily strategically link up with other interventions (from other partners and/ or allies).

### 3.2.3 Theory of Change

#### General Program TOC

The previous chapter (chapter 2) already presented the general TOC (2018) for the whole program, specifying the goal, long term institutional changes, outcomes, intermediate outcomes as well as interventions and assumptions. Analyzing the TOC, the following general observations can be made:

- The distinction between advocacy and capacity development intervention strategies on L&A is made already in the generic program TOC. The underlying idea is that all capacity development interventions are also expected to contribute to the L&A outcomes and a lot of the capacity development is learning-by-doing;
- The Dutch government is both a target (in the global program TOC) and an implementing partner (in the generic and the global TOC).

Comparing the 2016 generic TOC with the updated version of 2018, the following observations can be made:

- The focus on knowledge development was less strong in the adjusted version of the TOC in 2018;
- Gender was in the 2016 TOC much more elaborated while in the 2018 TOC gender was reduced to *"involving women groups"* Also, ENERGIAs role on mainstreaming gender across the program was changed into support advocacy at the international level.
- The assumption on privatization was changed, focusing on the opportunities for the private sector in off-grid areas mainly (instead of national grids). Also, the assumption that the private sector is hesitant to invest in renewable energy was changed, and it was clarified that this was mainly in remote areas without subsidies;
- The assumption that CSOs and women groups do not recognize the relevance of energy or lack capacity was changed and it was specified that it related to the capacity to advocate for meeting energy needs of men and women.
- Some new L&A strategies were added in the updated TOC:
  - Building partnerships with renewable energy businesses and their associations;
  - Engaging in donor dialogues;
  - Collaborate with climate groups for energy access in NDCs;
  - Evidence-based L&A in combination with value based narratives;
  - Connect national, regional and international L&A agendas.
  - Work with Dutch or other embassies if they are interested in GIE.

These adjustments were made on the basis of the experiences to date with the implementation of the program and reflects the learning capacity of the GIE program.

#### Country specific TOCs

##### *Overview (development) country TOCs*

The generic TOC provided the framework for GIE staff and partners in the GIE intervention countries to develop their own specific TOCs. During the kickoff workshop in May 2016, the

---

<sup>23</sup> With the exception of the Indonesia office, who developed a communication strategy, together with partners, by the end of 2019, but worked without a communication strategy for the most part of the program period. For global, it may have been there but the comms officer was on leave during the interview period and there was no comms strategy document in the documentation made available for the evaluation.

generic TOC was translated into regional and country TOCs. Together with office staff and the contracted partners, the different countries further adjusted the TOC to align with the specific political and societal context in each country based on the baselines.

The process of adapting the generic TOC to the national contexts together with the partners worked very well because it contributed not only to country specific and realistic TOCs (based upon one overarching TOC), but also an enhanced understanding by, and ownership of, the partner organizations involved. Moreover, partners were able to locate their own contributions in terms of interventions in each TOC. Distribution of roles on the basis of each partner's strengths facilitated the implementation of the program, and the sustainability.

However, the approach also resulted in different TOCs for each country and at the global level, making comparisons at program level (of the outcomes achieved) more difficult. Moreover, in some countries there were many interventions on strategies that were not captured in the TOC, for example on clean cookstoves or pilot villages (see the section below on champion strategies).

### *Overview adjustments country TOCs*

During the annual reflection sessions, the country TOCs were adjusted by partners and staff to their changing contexts. TOCs were adjusted 1) on the basis of the experiences obtained with the implementation of the activities, 2) because certain planned outcomes proved not to be realistic or were already achieved and the program could move on, or 3) because of emerging opportunities or threats in the external context. The majority of adjustments were made at the level of the assumptions, but in some cases also new long-term institutional outcomes and L&A interventions were integrated. The extent to which TOCs were adjusted because of the obtained insights via the learning agenda (learning questions) differs between countries and at global level. For instance, in East Africa, learning questions are being prioritized every year and this leads to insights after documentation of the lessons learnt and the revision of the TOC. At the global level, the review of the learning questions also resulted in a few changes in the TOC. Examples of major adjustments made in the country TOCs were:

- In the TOCs of Global, Kenya and Nepal, the pathway on *"transparency and accountability"* was removed after the collaborative advocacy strategy was developed further within the program and after in-depth efforts from Hivos GO and hub Nairobi to identify a way forward in combining energy and T&A without success. The T&A pathways were seen as *"too activist"* to fit with this strategy (please refer to paragraph 3.2.6. on Transparency);
- In Central America, due to the insecurity in Nicaragua the program selected Guatemala (with FUNDAECO as program partner), and focused more on regional level institutions such as the Central American Integration System (SICA) (and its State Members) and the Central American Energy Organization (OLADE) via partner ACCESE;
- In Tanzania the interventions of the Energy Change Lab were removed from the TOC, as the lab was quite specific and more connected to the global TOC;
- In Nepal the overarching goal of the TOC was changed: Originally marginalized people were seen as part of the target group of the national program, but since 2018 marginalized people were removed as a specific target group from the TOC;
- The main shift in the global TOC was the change from focusing on the SE4All process, to the SDG7 process. Otherwise, the global TOC did not see any major changes. Nevertheless, it is important to observe that, even though the multistakeholder approach (through the creation and leadership of the Brooklyn Coalition and the participation in the SDG7 TAG) has been a key intervention strategy since 2017, it is not explicitly labelled as such in the global TOC. It is, however, mentioned as a specific strategy in the general program TOC.

In Nepal, Tanzania and Kenya the TOCs have been substantially adjusted since the start of the program. The first TOCs of Tanzania and Kenya were quite complicated. In 2018 the Tanzanian partners decided to rewrite and simplify the TOC. In Kenya Hivos took a more leading role to adjust and simplify the TOC with the partners. This was done in 2017. In Nepal the decentralization of the entire functioning of the Nepal governance and political structure required a total revision of the TOC. Each partner developed its own pathway and was responsible for the outcomes of their own pathway within some key headings provided for by the GIE program. During the IOB country study on the functioning of the strategic partnership, the evaluators warned this approach might lead to partners working too much in isolation, in silos. The observation was made during the annual reflection meeting in 2018, and in response partners have agreed on districts where they work, so they can complement each other.

### *Champion strategies*

Champion strategies are pathways of interventions to develop concrete projects that can serve as best practices or viable solutions, either to provide evidence for how systems change (policy change) can be realized, or as a model that can be scaled up through replication. Change agents (e.g. journalists) can be part of a champion strategy. Within the GIE program, the champion strategy (which is also called working with icons, or working with frontrunners) played a key role in the actual strategies of Indonesia, Central America (Guatemala), Kenya and Nepal, but it was only explicitly mentioned in the TOC of Kenya and Central America (*"Guatemala counts with an iconic municipality in terms of transparency and accountability in the energy topic"*).

The champion strategy means that the program develops examples of best practices, for example through model villages (Indonesia), counties (Kenya) or districts (Nepal), and translates these to, for example, research data and compelling narratives, and disseminates this with key audiences, including decision makers. The key assumption underlying a champion strategy, is that somehow the best practice example created through the champion, is either scalable or will lead to policy change so that it will be implemented for a larger geography, ideally on a national level.

### *General observations regarding the TOC development over time*

The TOC sessions in each country facilitated the adjustment of outcomes, strategies and interventions to the changing circumstances, and the verification of assumptions. The process also offered partners and country teams the possibility to work with emerging opportunities and to integrate these in their respective TOCs and planning documents. This flexibility was much appreciated by both the country teams and the GIE partners.

As a tool, the TOCs were mostly used by GIE staff and partners as a strategic framework for Hivos and partners, and as a tool to inform other stakeholders about the ways of working within the GIE program. The only exception was Central America, where the Advocacy Officer found the regional TOC, developed by her predecessors, *"too complex and not always coherent"*, and therefore they reverted to a logframe approach. In Indonesia the TOC was referred to as an important strategic tool for the program staff as well as the partners, but it was mostly used as a broad framework for strategic direction and not as a strategic pathway, because the outcomes were considered as far too ambitious to be achieved within just five years, considering the size of Indonesia (267 million people), the political climate (strong support for fossil fuels) and the restricted civic space. The majority of the actual interventions, therefore, were aimed at leveraging change through a championing strategy at the village and district level, and not directly at the level described in the TOC (system change at the national government level).

### 3.2.4. Interventions linking local to national to global

#### *National to global*

An important mechanism to link the national programs to the international level, was the representation of Hivos country staff, partners and Hivos-trained journalists at various international conferences and events at high level meetings such as the COPs. The participation of national partners and journalists in global meetings<sup>24</sup> provided an important contribution to these meetings, bringing in the southern perspective, and linking with the realities on the ground. This contributed to credibility and increased impact at international level. Journalists from East Africa were supported to take part in regional or international climate meetings during L&A initiated activities. Because of connections of the GIE Program at UN level, the Nepalese government was asked to present a best practice (Alternative Promotion Energy Centre) at a UN conference. Because of this opportunity the GIE consortium in Nepal got more standing, credibility and legitimacy making the national and local lobby efforts easier according to internal stakeholders. Another interesting example is the selection in 2018 by the Indonesian Ministry of Environment and Forestry (MoEF) to select the Regional Advocacy Officer of Hivos Southeast Asia to be a part of Indonesia's delegation in the COP24 in Poland. Lastly an important link between national and global program interventions was played by the Brooklyn Coalition: a multi stakeholder initiative representing governments, the private sector and civil society in international advocacy. This is elaborated in section 3.2.7 on partner ecosystems and in the Global case study in chapter 4.

#### *Regional advocacy*

The regional advocacy work contributed to linking local and national level interventions with international levels. Even though this was not always successful (for instance in Eastern Africa -Kenya and Tanzania- where it did not work very well since the partners were not interested to work at the regional level<sup>25</sup>, the regional advocacy in Central America towards SICA member states and Ministries of Energy, using concrete examples from local and national levels, as well as the work done in Southern Africa towards the Southern African Development Community (SADC) proved to be very effective and contributed to higher visibility of GIE issues. Moreover, the regional L&A interventions gave more visibility to the program at both local and international levels as examples and experiences from these levels were used. For the Southeast Asian hub, there was no regional L&A.

#### *Linking local to national*

With the program TOCs focusing more on local governments in Malawi, Kenya, Myanmar and at a later stage Nepal, and the strategy in Indonesia (even though not formalized in the TOC) also mainly focusing on the local level, the importance of this governance level has grown. This change was partly driven by central governments decentralizing energy and partly by the strategic decision to work through champion villages (or models/ pilots). The local level work strengthened the program by offering the program an opportunity to tailor advocacy for energy solutions to the needs of a specific district or country. In Kenya for example a special communication strategy was developed for a county with a high population of Masai and for counties existing mainly of islands. The remaining challenge for many countries is how to ensure these context specific solutions can be scaled up and reach larger groups.

#### *Internal mechanisms*

The program also ensured links between local and global levels via its internal mechanism, particularly the regular GIE program meetings, joint GIE research agendas at different levels (coordinated by IIED) and consultancies by GIE partners to inform other organizations on GIE issues, e.g. the advising and supporting role of ENERGIA to co-fund TANGSEN in the development of a Gender Action Plan in Tanzania.

---

<sup>24</sup> Such as COP, SDG7, ICPD, EDD.

<sup>25</sup> Even though the partners did not get involved, Hivos has been working at the regional level largely targeting AfDB.

According to the interviewees, the exchanges between GIE partners (from different countries) as well as the participation of representatives of GIE partners in international meetings were highly appreciated as these proved to be very motivating and inspiring for themselves and effective for networking.

The GIE Program proved to be flexible, allowing specific country programs to focus on the level they deemed most important for realizing their countries goals. In Central America this was at regional level, since all decision makers are located there, in Tanzania at national level, since energy is still a very centralized issue (although partners have also worked at the local level) and in Kenya, Nepal, Malawi and Indonesia this was at local level since major energy decisions are taken at that level. For Indonesia it must, however, be noted that even though a lot of relevant decision making takes place at the local level (e.g. how the village budgets are spent, on gender sensitive DRE or not), very important decisions are also being made at the national level. For example, if the national government will actively support upscaling of successful models to other regions, or around gender mainstreaming in energy budgets.

### 3.2.5. Partnerships with renewable energy businesses

Collaboration with the private sector on the GIE agenda has been an important strategy from the beginning of the program, according to the generic and country TOCs. However, this strategy has proven to be challenging. Partners are not always used to working with the private sector, and can find it challenging to find entry points for strategic collaboration. Moreover, there is no “one private sector” as a very wide range of private sector stakeholders were involved such as RE (solar) production and installment companies, clean cookstoves companies, supply chains, electricity companies, finance institutes, biogas producers, energy cooperatives, business associations, and (women) entrepreneurs. It therefore proved to be difficult for countries within the GIE program to agree on and develop a joint strategy.

GIE partners in different countries, established (different forms of) partnerships and collaborations with renewable energy business, some examples are:

- In Central America, GIE partners collaborated with women entrepreneurs in “*Laboratorio de cambios*”, in Guatemala to pilot how they can be supported to take up GIE businesses. Positive results will be used for scaling up in Central America;
- In Zimbabwe, collaboration was established with the BSC Business Council for Sustainable Development and with ZB Bank;
- In Nepal working with the Renewable Energy Confederation of Nepal (RECON), a private sector umbrella organization, was difficult. They found it hard to work with a TOC for example. In the end the Nepali consortium decided to incorporate the goals of the business association into the TOC making it easier for them to work within the program;
- In Indonesia, there was some engagement with for example suppliers of biogas, solar panels and clean cookstoves, but this was more on practical implementation for the pilot villages, and not for the purpose of strategic leverage for L&A;
- In Myanmar, there was engagement with decentralized producers of DRE, notably micro hydro and biomass gasifiers. These were mobilized as allies to demonstrate to local government officials what the benefits of DRE are and what the local potential is, to shift attention to decentralized options;
- For the global program, private sector partners played a role in the Brooklyn Coalition. They joined Hivos, ENERGIA, SNV and the national government representations in their L&A for GIE;
- In Tanzania IIED and the ECL implemented prototypes with partnered RE private sector businesses to co-design, implement, and learn from interventions targeting productive uses of energy. This helped companies hone their business strategies while supporting

livelihoods in communities. IIED also published materials around the learnings and IIED and ECL held multistakeholder dialogues to discuss some of the challenges facing the private sector and partners.

Even where GIE partners managed to establish relations with private sector stakeholders, it was not always clear how these partnerships could be designed or managed in a strategic manner. Also, often it proved to be difficult to engage private sector stakeholders more actively. As was observed by a GIE partner: *"It was not always possible, because the ways of working of the private sector actors are different. CSOs work more on the policy side while the private sector is only looking for funds to enhance their business: they have different interests, and this makes it difficult to interact with them"*. A private sector actor on the global level confirmed that they are looking for policy engagement that leads to concrete business opportunities, such as RE projects to engage in. Other interviewees add that branding, visibility and potential market penetration can also be an important motivator for private sector actors to engage in policy influencing.

During the Kenya meeting in 2018, strategizing on the private sector was on the agenda, and it was stressed that working with the private sector was often time intensive and cumbersome, while often not leading to clear outcomes. It is therefore important to really understand renewable businesses and their interests and motivations, so that the program can find better ways to engage them, by catering better to these interests - while ensuring that the engagement is strategically focused. This can be achieved by co-creation of strategies, for example by working in a multistakeholder initiative.

### 3.2.6. Transparency and active citizenship

At the start of the program, Transparency and Accountability (T&A) was seen as an important pathway within the generic TOC and a majority of country TOCs. However, as the TOCs were adapted, it was removed from the global, Nepal, Indonesian and Kenyan TOC as a pathway for change<sup>26</sup>. As working on T&A will quickly lead to revealing corruption scandals, and a negative narrative about the decision makers, this conflicts with the tone of the program which is positive and solutions oriented. Moreover, it increases (personal) risks and reduces space for maneuvering in an already reduced civic space. Another argument is that T&A work, especially on the global level, is often focused on increasing transparency around funding of large-scale energy projects, and the GIE program focuses on decentralized, smaller scale RE solutions.

However, when focusing on the role of active citizenship and media on increasing public knowledge of government policies and spending on DRE, GIE partners in various countries enhanced government accountability by working on this in a number of areas (sometimes not included in the TOC):

- Providing and strengthening an online database (managed by CSOs) on RE developments, accessible to all, to stimulate and fasten development and distribution of RE products. Examples are Conrema in Malawi<sup>27</sup> and the Energy Change Lab in Tanzania (database on e.g. black outs);
- The translation of governmental policies by GIE partners in local language (e.g. in Malawi);

---

<sup>26</sup> In Nepal and Kenya, the Transparency & Accountability pathway was removed from the TOC. In Kenya, Hivos felt lobbying for more accountability and demanding transparency would be too confrontational and would jeopardize their other lobby activities. They decided not to work on this issue anymore. In Tanzania the partners refused to delete the pathway. They believe the budget tracking they are doing contributed to transparency and accountability. In Nepal it was not possible to connect to consumer platforms.

<sup>27</sup> CONREMA in Malawi was launched in 2016 by CSOs in cooperation with the Government of Malawi. The website acts as an open online database of RE interventions on community level and all relevant RE programs; as such, it aims to be a platform where success and failures in approaches and technologies can be better evaluated, sustainability challenges detected and cost-benefit-analysis facilitated. Additionally, it serves as a database giving network members an opportunity to access capacity and experience by local implementers, graduates, researchers, technology providers visible to others and facilitates partnership and best practice exchange.

- Training journalists to improve their quality of reporting on RE and enhance the accountability checks of government interventions in Malawi, Zimbabwe, Kenya, Tanzania and Central America;
- Budget tracking (e.g. in Malawi, Tanzania and Zimbabwe) exercises helped to increase transparency at the local level on budgets destined for GIE development;
- In Nepal the Community Rural Electrification Entity (CREEs) were trained in how to be more transparent and accountable to their members, and on how to include more female representation.

### **3.2.7. The partner-ecosystem**

The partner ecosystem in the broad sense, in the context of the GIE program, can be defined as the whole of the partner network with whom Hivos is working jointly to achieve the TOC objectives. These partners can be categorized as follows: (I) the implementing partners with whom Hivos has a formal relationship and of whom Hivos is also a funder (in the case of partner CSOs, or client (in the case of contracted agencies, such as non-CSO media partners), (II) the non-formal CSO partners who operate as Hivos' allies, working together on specific interventions or strategies, but who cannot be held accountable for outcomes, (III) private sector partners, who collaborate with Hivos, as allies with joint objectives, sometimes in a multi stakeholder initiative, (IV) the GIE consortium partners: IIED, ENERGIA and the Dutch government, and (V) L&A targets who are or become allies.

The implementing partners and allies are described in this section, the private sector was already elaborated under 3.2.5 and the consortium is described in section 3.3.5.

#### *Working with nexus partners*

The inclusion of non-energy organizations (nexus partners and organizations) was a strategic choice from the beginning onwards, and GIE partners (representing different sectors) were encouraged to collaborate with both energy and non-energy networks and organizations active in sectors such as health, gender, education, agriculture and environment as well as through nexus targets such as the Ministries of Women's Empowerment. In the majority of the GIE countries the program worked with a nexus strategy: Kenya, Nepal, Indonesia, Malawi, Tanzania and Zimbabwe. The section below also describes the role of the nexus partnerships within the partner ecosystem.

#### *Implementing partners and allies*

In the following section, the partner ecosystem is described per region and country.

#### **Southern Africa**

In Malawi, implementing partners were chosen based on their track record and experience with energy or energy related issues, and /or their expertise on communication and media. The program also selected a mix of national level partners and local level partners representing different sectors such as youth, businesswomen, health and environmental organizations and the media. Collaboration was established with academic institutions (University of Mzuzu), other media houses (Zodiak T.V, Malawi Institute of Journalism - Energy Segment), peer NGOs (e.g. Christian Aid), GIE CSO networks and private sector companies (e.g. Bankers Association).

In Zimbabwe GIE is implemented by partners from the environmental sector (ZERO), women's organizations (ZWRN, the main partner to ensure gender inclusion), the media (MISA and Rooftop promotions) and the research sector (DRI). Again, collaboration was established with stakeholders (non-formal allies) from various sectors, including gender

organizations (GENEZ), media houses, research institutions, peer NGOs and the private sector (Business Council for sustainable Development, ZB Bank).

### Central America

In Central America the GIE partner ecosystem consists of a mix of organizations active at the local level, national level and regional level. Implementing partners include FUNDAECO (Guatemala), ACCESE (regional CSO network of organizations in Central America based in El Salvador) and Semilla del Sol. These represent local, national and regional CSOs from different sectors, and collaborate with stakeholders (allies) from various sectors, including the media, research institutions, peer NGOs and the private sector.

### Eastern Africa

In Kenya the selected lead partner (the Energy, Environment and Development Network for Africa) according to internal interviewees was not the strongest partner in the network and did not have sufficient leadership and management capacities, which led to startup problems. They did not start with the implementation and in the end returned the funding, after which they left the partnership. They were replaced, after a tender, but not as “lead” partner. According to the same interviewees, in Kenya the partners are less proactive than for example in Tanzania. Since Hivos also has an office in Kenya, the partners expect Hivos to take the lead. Although they do complement each other, they do not work together intensely.

In Tanzania, the partner network consists of climate, gender and media CSO partners. There is also a media consultancy with Nukta, a media company. A consumer organization was included at the start of the program (TCAS). Although the partner left the program (TCAS did not report on their activities), in the short period of time the organization was a partner, TCAS was asked to nominate a representative of consumers in the Rural Energy Board (REB). In Tanzania partners work proactively and have a good working relationship with each other. They support and complement each other, organize joint meetings and communicate well amongst each other via a WhatsApp group. For example, the media (CSO) partners support other partners with media messaging, and the other implementing partners support the media partners with technical expertise, for example on gender and RE, or budget tracking. During the kickoff workshop, they labeled the partnership, amongst other things, as “fun” and as a place where every organization is respected for what they are good at, no matter whether the organization is big or small.

### Asia

In Indonesia the three main implementing partners are representing different constituencies and expertise areas: one is an advocacy agency and think tank on RE, one is a consumer rights network and one is a women’s groups network. This reflects the central role of the (consumer and, more importantly, gender) nexus approach in the Indonesia program. The existing partner on RE, which is an RE lobby organization and also a think tank, was involved in developing the partnership with the other implementing partners. It was reasoned that, in addition to getting the public message out to a much larger constituency, they could also make a stronger voice to a broader range of lobby targets: Not just the Ministry of Energy but also the Ministry of Women’s Empowerment and Child Protection. What stood out in Indonesia is that the partners had the expectation that the partnership would implement a joint strategy, with one public narrative and advocacy ask (as a coalition), but this was not realized. According to GIE staff, the main reason was the sensitivity and reluctance of partners to add logos of donor organizations to their L&A materials, combined with the fact that the three partners are big organizations, and continued to follow their own L&A agenda. According to partners and external informants, there were also different reasons, such as the inability to get all partners united under one advocacy objective or target. The partnership

lacked clarity on leadership to drive the strategic design process forward, and to unite the conflicting interests of the partners, as well as a governance structure to secure mutual accountability.

Nepal was not a partner country before GIE, during the 100% RE or SE4All program, but ENERGIA did work in Nepal already. Building on the existing relationships, a consortium of partners was selected, including a lead partner. In Nepal organizations specialized in different nexus topics, like gender, media, the private sector and indoor air pollution, were included in the partnership. This led for example to the inclusion of clean energy, indoor pollution and health as new topic in the training curricula of the Female Community Health Volunteers.

In Myanmar, the program did not have implementing partners, but they did work with civil society (Recourse) private sector alliances; notably local producers of micro hydro electricity, and with local government allies.

## Global

At the global level, Hivos worked in a multistakeholder setting, representing the public sector (governments of the Netherlands, Nepal and Kenya), the private sector and civil society. There was some nexus work, as the program took the gender and health angle in lobbying for the "*Global Energy-Health Platform of Action*", which promotes clean cooking. ENERGIA became part of Hivos after the design of the GIE program.

## General observations

In conclusion, the partner-ecosystem differs greatly across the GIE program; there is a wide diversity of partners from the energy sector, media, youth and women's groups, consumer rights organizations, the health sector, and a diversity of partners working at the local, national, regional and/or international levels. This variety of the partner-ecosystems in the GIE program reflects the strategic choices, based on the civic space, opportunities and limitations in each country.

It is also observed that in the countries where Hivos has no implementing staff (for instance in Malawi, Tanzania and Nepal), the partnership still works well. The network even seems to be stronger, more cohesive and proactive as partners relied more on themselves and on each other during the implementation. In countries with Hivos presence, partners sometimes look more to Hivos to take the lead and take initiative. Another observation is related to the key strategy of GIE to work with "*lead CSOs*<sup>28</sup>" in each country; in most cases this approach has not been implemented.

According to interviewees from different sectors and countries, the establishment of energy-nexus networks was one of the main contributing factors to achieving the outcomes achieved in the different countries and at the global level. The reasons for this were that it created new entry points for lobby (as different targets could be included in the strategy, who could also act as an ally towards other targets, and because it helps to develop a compelling public and advocacy message, which helps to translate the otherwise more technical topics of decentralized renewable energy into a story of human interest, economic development, public health, consumer rights and the position of women. In other words, it transforms the program narrative into a story that people can relate to. Shifting the narrative from just DRE (implicitly against fossil fuels, politically a polarized topic), to a regional development issue, also contributed to opening up civic space.

---

<sup>28</sup> According to GIE, a key strategy in the SP-E program is that in each country, Hivos will work closely with one CSO partner, for both L&A and capacity development. Supported by the regional Hivos team, this "advocacy partner CSO" ("lead CSO" in the program document) will implement a lobby and advocacy and capacity development strategy with a wider group of civil society organizations.

### 3.2.8 Gender and Social Inclusion (GESI)

GESI is a cross cutting issue in the GIE Program. Particularly gender has been a focus issue in the different countries and this is reflected in the partner ecosystems, see section 3.2.7. Examples of how GESI work has contributed to achieving the outcomes of the program are:

- In Malawi, the National Association of Business Women (NABW) is the GIE partner with most experience in gender and with a mandate to ensure gender mainstreaming in the GIE program through the activities by all partners. This included training, policy advocacy, RE value chains and partnerships. The interventions resulted in an amplification of the women's voice in the call on political leaders to include energy in their manifestos: in 2018 the first Women's Assembly was held in Malawi which produced a "*Women's Manifesto*" that was used to lobby major presidential candidates in the 2019 Tripartite Election);
- In Central America, the Hivos GIE team realized a baseline on the level of participation of women in the energy sector in Central America and the Dominican Republic, including the existing barriers and challenges. The data will be used to develop strategies to include more women in the energy sector;
- In Tanzania there is a partner working solely on renewable energy and gender (TANGSEN) which contributed, amongst other outcomes, to the Sustainable Energy for All Gender Action Plan (GAP) adopted by the Tanzanian government. In the journalism fellowship, more female than male journalists participated, and they turned out to be the top performers in the program: delivering more articles and broadcasts, also after the program ended. TANGSEN was a network that was established as a member of the ENERGIA network. As such TANGSEN work on GESI was co-funding by the ENERGIA Advocacy Program from 2018 to 2020;
- The women's network partner in Indonesia, together with Hivos and the other partners, has worked on modelling gender mainstreaming in RE budgets on the village level;
- The objective of the program in Myanmar was to bring stakeholders together to develop a multistakeholder strategy to work towards the objective: "*100% access to affordable energy for all Myanmar people living in off grid areas that supports inclusive growth and improved livelihoods is achieved through the development of a thriving renewable energy sector supported by a strong enabling environment.*"
- At the international level, ENERGIA facilitated the integration of gender in the SDG 7 TAG policy brief on gender and energy, the Global Agenda for Accelerated SDG7 Action<sup>29</sup> endorsed by UNDESA in support of the first SDG7 Review at the 2018 UN High Level Political Forum<sup>30</sup> and in the Report of the Secretary-General on SDG7 to the 73rd session of the General Assembly<sup>31</sup>.

Across the GIE program, there was a lot of attention for gender and the integration of gender in the program. This was stimulated by the selection of partners with expertise on gender mainstreaming (see section 3.2.7.) and by continuously stimulating the reflection on the role of gender within the RE sector during internal GIE meetings.

In some cases, the attention for gender benefitted women directly, e.g. in Nepal where the introduction of improved cookstoves reduced the health risk for women, but mostly indirectly by ensuring electricity in health clinics and educational centers and women RE entrepreneurs.

Another important observation is that the more (gender) inclusive governmental policies on DRE still need to be implemented in for instance Malawi, Tanzania, Zimbabwe, Central America and Indonesia), so the benefits have not yet materialized.

---

<sup>29</sup> [https://sustainabledevelopment.un.org/content/documents/18041SDG7\\_Policy\\_Brief.pdf](https://sustainabledevelopment.un.org/content/documents/18041SDG7_Policy_Brief.pdf)

<sup>30</sup> The United Nations High-level Political Forum (HLPF) is the central platform for follow-up and review of the 2030 Agenda and the SDGs. In 2018, under the theme "Transformation towards sustainable and resilient societies", it undertook the first global review of SDG7

<sup>31</sup> [https://www.un.org/ga/search/view\\_doc.asp?symbol=A%2F73%2F267&Submit=Search&Lang=E](https://www.un.org/ga/search/view_doc.asp?symbol=A%2F73%2F267&Submit=Search&Lang=E)

Apart from gender (mostly poor women living in remote communities), the GIE program did not focus on other social groups. It was a strategic decision that the GIE program would not go beyond gender, rural/poor and sometimes youth. Other categories were decided not to be a priority as they are often too sensitive - for example due to ethnic tensions. It was also mentioned by interviewees that working on gender requires different capacities than working on social inclusion. In this sense it would be appropriate for the GIE program to specifically highlight their valuable work on gender.

According to internal GIE staff, the role of ENERGIA to support gender mainstreaming across the program also changed over time.

Whereas at the start of the program, there was an explicit focus of ENERGIA's work on gender, this role was less of a priority in later stages, when ENERGIA's main contribution to the program was to co-lead the international advocacy work with reference to the SDG 7 TAG and HEPA and to coordinate activities in Nepal.

### **3.2.9. Capacity to take advantage of opportunities**

Being an advocacy program, the importance of being able to take advantage of interesting strategic opportunities to influence at local, national and global level was underscored by staff and partners. Various mechanisms were established to reserve for and to enhance this capacity such as 1) the regular GIE coordination meetings amongst partners and allies, 2) the development and answering of specific learning questions, and 3) the continuous scanning of the political and societal environment, 4) the availability and flexibility of financial resources and 5) the flexibility of reporting (TOC versus e.g. traditional logframe).

What enabled the strategic agility is that the funding and reporting mechanisms as agreed with the donor were already designed in a way that they do not require the traditional rigid spending and reporting. This was then assumed fully by the program management. This creates favorable conditions for agile strategic steering with the partners. A hampering factor has been that the financial disbursements to partners are sometimes slow, which then hampers them to act timely on opportunities. Also, the (one year) partner contracts make agile maneuvering difficult as they can not build the necessary flexibility into their operations.

An example of agile strategic steering was that, when, teachers in Nepal wanted to take the work of the GIE program to the next level, the consortium in Nepal seized this opportunity to include education as a pathway in the TOC: A local education resource center responsible for curriculum development for primary school recognized the importance of GIE for development and their role in educating children of these issues, and asked GIE partners to develop a curriculum on renewable energy and gender for rural primary schools in 2016 (for grade 1-5) and 2018 (for grade 6-8).

In Myanmar, the SEA team spotted a political opportunity, and quickly moved to organize a TOC workshop with local DRE suppliers, mostly micro hydro and biomass gasifiers, who have been implementing clean renewable energy technologies for decades but were not on the radar of international donors, and 20 local government officials. Hivos set up this multiple day workshop to jointly work on a TOC analysis, designing a multistakeholder strategy for affordable and inclusive off grid energy. In Myanmar this worked well, because it was for the first time that the right people were in the room to discuss strategies for GIE. Also, at the Global level there was much flexibility to latch onto new opportunities, for example when the World Bank expressed more interest in financing for clean cooking.

### 3.3 EFFECTIVENESS

#### 3.3.1. Comparison planned and realized advocacy outcomes

The following section presents an overview of the actual changes realized (level of achievement), compared to the initial long-term institutional changes and the intermediary outcomes. We have used a scoring with four emoticons to make it visual and easy to digest. For the Long Term Institutional Changes, the very *happy smiley* indicates that the outcome is achieved in full: In 5 or more countries - as the quantitative target for each of the objectives is set to five out of the eight<sup>32</sup> program countries. The *happy smiley* is awarded for 3-4 countries as this is still more than half of the set target. Long Term Institutional Changes in two countries is a little under the set target and this result therefore receives a *neutral smiley*, while changes in zero to countries receive a *sad smiley*. For the intermediary outcomes, the scoring is a little stricter as firstly, these are easier to achieve, and secondly, there were no quantitative targets set.

Under the scoring of each change or outcome, we use examples from the various countries to illustrate the (contributions to) the achieved outcomes. These lists are not necessarily exhaustive, although we have tried to provide at minimum one example from each country where change took place. Furthermore, other relevant explanations of to what extent the objectives were achieved are added under the scoring.

#### Data sources

The main source for the outcome data is the Outcome Harvesting overview of 2018, that also elaborates on the relevance of the outcome for the program goals, and the contribution of the Hivos interventions (and those of others) to the outcomes. As a team of consultants has undertaken this exercise in detail, this section of the evaluation assumes the relevance and contribution to be as described and will focus on an analysis of to what extent the outcomes have contributed to achieving the long term changes in the external world and intermediary outcomes as specified in the TOC. As the formal Outcome Harvesting was only completed for the 2017 and 2018 outcomes, in some instances the section below also includes 2019 and 2020 outcomes that were either harvested but not yet validated, or which were reported in interview. For these outcomes, sources will be indicated in footnotes.

NB: The smileys are an indicator of to what extent the aspired external world changes (the objectives) have been achieved and not an assessment of how well the program was implemented. The level of changes in the external world were also influenced by many external factors such as civic space, the socio-political context, a variety of other actors, and economic trends.

RATING	# of countries institutional change is achieved	# of countries intermediary outcome is achieved
	5 or more	7-8
	3-4	5-6
	2	3-4
	0 -1	0-2

<sup>32</sup> For the sake of simplicity and readability we refer to eight countries when we mean, the seven program countries plus Central America.

There is of course a relation between the program interventions and the outcomes that contributed to these changes. This section analyzes the relation between the outcomes at country level and the objectives (long term and intermediate). The Outcome Harvesting documentation details the contribution of Hivos' interventions to each of these outcomes.

The levels of external world changes is rated as follows:

It must be mentioned that the analysis includes the **changes realized at national level (national governments)**. The global level identified different long-term institutional changes to support the changes at the national levels and are not included in the rating. But examples of global outcomes in the same fields are listed. As Myanmar did not implement a full program, we only include the country in the rating of intermediary outcomes.

The long-term institutional changes according to the TOC<sup>33</sup> were:

#### Long term institutional change 1

Level of achievement: 

Five national governments display increased transparency and accountability on policies, implementation and energy financing including allocated budgets and actual spending.

#### *Analysis*

In 2 out of 8 GIE countries (Malawi and Zimbabwe), the national governments took steps to increase transparency and accountability on energy policies. Additionally, in one country (Nepal), steps were taken at local level to increase transparency:

- In Zimbabwe, the level of public consultations was increased: in July-November 2016, the Ministry of Energy in Zimbabwe held consultative meetings on the renewable energy policy across all 10 provinces. The consultative meetings sought to engage a wider audience and contribution to the renewable energy policy compared to previous consultations held by the government.
- In Malawi, the new policy reflects on the emerging issues and overarching policies in the energy sector like SE4All and SDGs which were not adequately outlined in the outdated policy. It also brings in new reforms on financing of Renewable Energy and mainstreaming of cross cutting issues like gender and environmental management. It also adopts most of the recommendations by stakeholders and promotes inclusivity in planning and implementation of energy activities.
- In Nepal, three Community Rural Electric Entities included T&A principles and started reporting on budget gender related activities in 2017.

It is important to note that this rating can be explained by the fact that T&A was removed from the majority of the TOCs as a long term institutional change goal, and only appeared in the strategies of a few countries in the revised TOCs.

#### Long term institutional change 2

Level of achievement: 

Five national governments have adopted and are implementing policies to make energy systems (grid/off grid) more green and inclusive (gender included).

#### *Analysis*

In 5 out of 8 GIE intervention countries (Malawi, Nepal, Zimbabwe, Tanzania, and Central America) outcomes towards this goal are realized. Interesting examples are:

- In Tanzania the Minister of Energy signed and published for the first time a Sustainable Energy for All (SEforAll) Gender Action Plan (GAP) (policy change but no adoption yet).
- In Zimbabwe a parliamentary motion on Gender and Renewable Energy was adopted, but it is not clear to what extent the motion is being integrated into concrete policies and implemented.

---

<sup>33</sup>As formulated in the Generic GIE TOC, 2018.

- In Malawi the new energy policy is gender inclusive, but the policy still needs implementation.
- In Central America: the Heads of States of the SICA region and their eight Ministries of Energy signed the “Belize Agreement” to promote access to green and sustainable energy in the region.
- In Nepal the “Renewable Energy Subsidy Delivery Mechanism 2013” was amended to ensure the representation of marginalized groups as a priority in user groups that are responsible for the operations and maintenance and access the benefits of solar water system at village level.

In 2 out of the remaining 3 countries (Kenya and Indonesia) and in Nepal this happened at the local (village or county) level. In Myanmar the program was not advanced enough to generate such outcomes.

- In Kenya, two new policies were adopted on RE at the county level.
- In March 2019 Indonesia, the Regent of East Sumba (Indonesia) issued a Decree of the Regent on the village model of gender integration in the renewable energy sector. Since then, the East Sumba Bappeda (Regional body for planning and development) has more actively participated in village piloting activities for gender integration and renewable energy models<sup>34</sup>.
- In Nepal a budget at the local level was established for the “Awareness of Household Air Pollution (HAP), human health and the promotion of Improved Cooked Stove (ICS)”.

Even though in most of the examples where change was achieved, implementation is still not secured, the scoring positively rates the countries for achieving just the policy change. The reason for this is that implementation often requires much more time and both policy change and its implementation could not realistically be achieved for all countries within the set time frame. It is important to note that the program should think about what strategies and interventions are required from here onwards, as implementation can be as much of a challenge, if not a bigger challenge, than the policy change itself.

#### Long term institutional change 3

Level of achievement: 

Five national governments apply for and use Climate Finance for the development of green and inclusive energy systems.

#### *Analysis*

This objective was not realized in any of the countries. As the expected growth of the Global Climate Fund did not materialize, this had a significantly hampering effect on the program work towards this goal.

#### Long term institutional change 4

Level of achievement: 

Five national governments have created a supportive investment climate for private sector development in renewable energy.

#### *Analysis*

In 3 (Tanzania, Malawi and Zimbabwe) out of 8 GIE intervention countries, outcomes towards this goal are realized. Examples are:

- In Tanzania, the EWURA (Energy and Water Utilities Regulatory Authority) released the first draft of a regulation to allow and protect swarm grid<sup>35</sup> implementation.
- In Zimbabwe, a Duty waiver on renewable energy equipment to support RE private sector development was realized.
- Malawi, a VAT waiver for solar energy products was adopted.

<sup>34</sup> From: Indonesia’s harvested outcomes 2019 (not yet validated).

<sup>35</sup> Swarm grid is a new Decentralized Renewable Energy (DRE) technology, that allows communities to own their self-generated electricity and sell it to their neighbors / community members.

Again, for this objective, it must be noted that this was not a strategic priority for all countries. For example in Indonesia, where the private sector (investments) had a prominent place in the TOC, there was very limited work on private sector engagement and around private sector investments. As such, it could not be expected that many changes take place in this outcome area.

#### Long term institutional change 5

Level of achievement: 

Five national governments have increased investments in domestic renewable energy and have reformed detrimental fossil fuel subsidies.

#### *Analysis*

The second half of the goal as formulated was found not to be in line with the program design: advocacy for reforming the fossil fuel subsidies would require collaboration with the climate movement and activist groups. Moreover, Hivos has deliberately positioned itself as a positive, solutions oriented, collaborative player - this would work against the program objectives and possibly decrease the civic space in which Hivos and partners operate. For this reason, the rating only considers the first half.

At global level, investments in decentralized energy solutions (off-grid and mini-grids) increased between 2013-2014 till 2017 from 210 billion USD to 430 billion USD yearly, mainly through increased international public finance for decentralized solutions, as shown in the Energizing Finance series by SEforAll, with now yearly publication, starting in 2017. It is very likely that the GIE program, and its predecessor, contributed to this outcome. Various studies were initiated, numerous events were organized and many lobby conversations were held with key international players on finance for DRE by Hivos. However, the outcome could not be validated by outcome harvesting consultants (as per the standard procedure) or by the evaluation team, due to the late submission<sup>36</sup> of this outcome.

At country level, this outcome has been achieved in one country and in one there was some movement. Examples are:

- In Zimbabwe, the Parliament adopted in 2017 the CSOs' written submission on the 2018 national budget to the Parliament leading to an increase of 10% on the Energy Budget as compared to the 2017 budget. In 2018, the Ministry of Finance in consultation with the Ministry of Energy and Power Development allocated \$16,011,000 which is 0.24% of the total budget in the 2019 national budget, a slight increase from the 0.2% allocation for the 2018 budget on energy. Together with other CSOs, GIE partners were very much involved in this influencing process.
- In Tanzania first steps were made towards the achievement of this outcome: parliament committed itself to promote and demand increased government's investment on green and inclusive energy for the government budget in the financial year 2018/2019.

In general, it proved hard for the program to achieve this change at national level. In Indonesia and Tanzania however, at the local level outcomes on increased investments in domestic RE were achieved, as the following examples indicate:

- In Indonesia an increased investment of Rp. 50 million (approximately €3000) for the Biogas installation in one of the two model villages was realized; The contribution came from the Ministry of Women Empowerment and Child Protection, who had never invested any resources in renewable energy before.
- In Tanzania in 2019, the Mkuranga district council planned and allocated budget in its district development plan (DDP) for installation of Solar power at Kizomla Secondary School.
- In Nepal, the chairperson and the secretary of the Municipality of Gulmi, Resunga,

---

<sup>36</sup> Submission of this outcome was after the submission of the draft report.

committed for the first time a budget allocation of Euro 30K-50K for the 'Awareness of Household Air Pollution (HAP), human health and the promotion of Improved Cooked Stove (ICS)' as a new area of funding for the fiscal year 2019 for the Resunga municipality ward no 6 Netakharka, Gulmi.

For the other countries, there were no outcomes reported that indicated contribution of the program to an increase of RE budgets. In some countries, like Kenya and Nepal national government policies are already quite green and inclusive. The implementation of these policies is now a key issue. Another important observation here is also that some of the outcomes harvested for 2019 and not all outcomes for 2020 were harvested and validated timely and could therefore not be included in this report.

#### Long term institutional change 6

Level of achievement: 

Five national governments create space for CSOs and include them as stakeholders.

#### *Analysis*

This outcome is realized in all GIE intervention countries and at the global level, in different ways. Some interesting examples are:

- In Kenya, a policy brief was launched at the National Pre-COP23 session held jointly by the Government of Kenya, Hivos, CSO partner KCCWG and the African Wildlife Foundation.
- In Tanzania, the Ministry of Energy and Minerals (MEM) invited GIE partner TCAS to nominate three prospective members to the Minister to become part of the Rural Energy Board (REB) (unplanned).
- In Zimbabwe, the Climate Change Department under the Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement nominated GIE partner Action 24 for the first time to represent CSOs in the National Adaptation Plan Committee (Building Capacity to Advance National Adaptation Planning Process Steering Committee).
- The Nepalese government acknowledgement the role of GIE partner NACEUN as an important player in the energy sector: "NACEUN has contributed to energy access by electrifying 500,000 households of 52 districts through 281 Community Rural Electricity Entities, CREEs/ Formation of Tariff Analyzing Committee at Nepal Electricity Authority (NEA) with rep of NACEUN.
- In Malawi: the District councils of Mchinji and Mzimba districts in Malawi improved their budget development process by ensuring that the 2018/19 fiscal year budget process was widely consultative, and budget information was available and shared to the public and there is adherence to district council governance structure and procedures.
- In Central America, the authorities of Honduras invited the Hivos GIE team to give support with the development of their renewable energy policies 2030.
- In Indonesia, the MOECP rolled out the Communication Forum on Gender Integration in the Renewable Energy Sector, in 2018. The Indonesian MoEF invited Hivos' Regional GIE Advocacy Officer to be a part of Indonesia's delegation in the UNFCCC 24th Conference. Also, the BKF (Fiscal policy Agency) committed to allocate funding in 2019 to carry out the GCF communication forum with CSOs and the private sector, and the SDGs Secretariat in Jakarta started inviting three key CSOs, including IESR, to participate in the discussions and making recommendations to develop Indonesia's National Action Plan for SDGs Goal 7.
- At the global level, IRENA (International Renewable Energy Agency) invited Hivos to express the views of civil society at several high level events including the UN High Level Political Forum (July 2018 New York), IRENA IOREC conference (October 2018, Singapore) and the General Assembly of IRENA (January 2019, Abu Dhabi).

#### *Summary*

The following table presents a summary of the levels of achievement:

#	OUTCOME	Level of Achievement
<b>Long Term Institutional Change</b>		
1	Five national governments display increased transparency and accountability on policies, implementation and energy financing including allocated budgets and actual spending. (2)	
2	Five national governments have adopted and are implementing policies to make energy systems (grid/off grid) more green and inclusive (gender included). (5)	
3	Five national governments apply for and use Climate Finance for the development of green and inclusive energy systems. (0)	
4	Five national governments have created a supportive investment climate for private sector development in renewable energy. (3)	
5	Five national governments have increased investments in domestic renewable energy and have reformed detrimental fossil fuel subsidies. (2,5)	
6	Five national governments create space for CSOs and include them as stakeholders. (8)	

In conclusion, one outcome has been achieved fully and was even exceeded (eight out of eight countries): the creation of space for CSOs and including them as stakeholders. This is very positive and fully in line with the collaborative advocacy approach of the GIE program. It underlines the high level of legitimacy and credibility of GIE partners. It also shows the importance of the collaborative approach in places where civic space is shrinking. Another outcome, on making energy systems more green and inclusive, also received a very happy smiley, with a scoring of five countries out of eight (and with the target set at 5 - a full accomplishment of that target). which is a and a 4 out of the aspired target of five). was also achieved fully.

Even though two outcomes were partially achieved it does not mean no steps were taken to achieve the outcomes fully, for instance policies were adopted but there is still a need for follow up to ensure the implementation of the policies. The outcomes which were not achieved are related to investments and the use of climate finance for RE, and the reform of detrimental fossil fuel subsidies, both very difficult outcomes to achieve taking into account the duration of the program. Other reasons for not completely achieving some of the outcomes are:

- The outcomes are formulated too ambitious and not realistic, e.g. the outcome related to fossil fuels and the objective to get newly installed policies implemented in the same program period;
- The program adjusted its course during implementation, for instance work on Transparency & Accountability was deleted from several TOCs; and
- Most outcomes of 2019 and those of 2020 are not yet harvested and are thus not part of this analysis.

### Intermediate outcomes

Even though, naturally, the intermediate outcomes are related to the long term institutional changes, in the sense that the first category is assumed to lead (or at least contribute) to the latter, the TOC does not specify which (combination of) intermediate outcomes is expected to lead to which long term changes. In other words, there are no specified causal pathways. At the intermediate outcome level, the level of realization was the following:

## Intermediate outcome 1

Level of achievement: 

Governments join multistakeholder dialogues.

### *Analysis*

This outcome has been realized in all GIE countries and at the Global level. The main reason why GIE was successful in achieving this outcome was the collaborative advocacy approach as this made it easier for governmental institutions to participate in different dialogues with civil society organizations. Interesting examples are:

- In Central America SICA member states joined multistakeholder dialogues to exchange views on RE.
- In Kenya, a technical multi stakeholder committee on Strategic Partnership on Renewable Energy (SPE) in Homa-Bay County was established, composed of nine members including government representatives.
- In Zimbabwe the government organized a multistakeholder dialogue to validate the Draft Renewable Energy Policy and 12 Zimbabwean based non-governmental organizations (all members of the Gender and Energy Network in Zimbabwe (GENEZ) participated together with other stakeholders.
- In Indonesia: the Director General of New and Renewable Energy and Energy Conservation of Ministry of Energy and Mineral Resources (EBTKE ESDM) agreed in January 2017 to participate in the first public discussion (called "Pojok Energi") in March 2017, indicating his intention to be more engaged in multistakeholder (including CSOs and public) open discussions and events on renewable energy progress in Indonesia.
- Hivos engaged SP-GIE local partners, including KPI, in a Coordination Meeting with local stakeholder of Sumba Iconic Island initiative (government, private sector, local NGOs etc.), including a site visit to a microhydro project, solar PV school and micro-wind-farm, solar water pumping project and a biogas/bioslurry integrated farming project in Sumba in 2017<sup>37</sup>;
- At Global level, the Government of the Netherlands, Germany, Kenya and Nepal joined the Brooklyn Coalition.
- In Tanzania a Technical Working Group to prepare the Gender Action Plan (GAP) was formed in 2018, consisting of TANGSEN (partner), the Ministry of Energy, the Tanzania Electricity Supply Company (TANESCO), Ministry for Local Government (PoRALG), Rural Energy Agency (REA), Energy and Water Utilities Regulatory Authority (EWURA) and Ministry of Education.
- In 2017 in Nepal a multistakeholder 'Tariff Analyzing Committee' was formed at the Nepal Electricity Authority with representation of NACEUN (partner) to study and analyze the reasonableness of new electricity tariff rates with respect to Community Rural Electricity Entities (CREEs).

## Intermediate outcome 2

Level of achievement: 

Governments increase transparency and accountability (T&A).

### *Analysis*

This outcome is realized in 6 countries: Kenya, Tanzania, Malawi, Zimbabwe, Central America and Nepal. Interesting examples are:

- In Malawi and Zimbabwe increasingly local and national consultations with civil society are organized by the government, and this contributes to transparency and makes it possible for CSOs to keep the government accountable.
- In Kenya, the Energy Directorate of the Kisumu County Government requested in 2018 an

---

<sup>37</sup> This example was reported as an output (contribution) and not as an outcome.

energy survey and generating energy maps for Kisumu County to create energy maps of the county and test the gender and social inclusivity toolkit.

- In Tanzania there were district budget analysis feedback sessions with local leaders by 64 low income rural women representing six Knowledge Centers on gaps in budget and on encouraging women participation in energy sector.
- Even though the T&A pathway was deleted in the TOC of Nepal, at the local level changes were realized: CREEs include T&A principles, report on budget gender related activities and 30% women's female participation in public meetings.

### Intermediate outcome 3

Level of achievement: 

Media reports on green and inclusive energy, role of CSOs and accountability.

#### *Analysis*

This outcome is realized in most GIE intervention countries: Nepal, Tanzania, Indonesia, Kenya, Malawi, Zimbabwe, Central America, but not reported on in Myanmar and for the Global program. Interesting examples are:

- In Tanzania, 20 Tanzanian journalists gained a deep understanding of the energy sector in Tanzania and were trained in energy reporting, solutions-based journalism, data storytelling, use of digital tools in news production processes, and in law and policies regulating renewable energy. This led to 48 TV, radio or newspaper stories in 2019 on renewable energy and the presence of journalists from the fellowship on the Climate Change Impact meeting in Berlin in 2019 as the only journalists from Africa and a. + MoU with 11 media houses on new fellowship in 2020
- In Kenya 22 stories on renewable energy were broadcast or published between March 2018 and February 2019 in various languages (English, Kiswahili, vernacular) by journalists trained by Hivos.
- In Nepal, the AVASS Television broadcasts video drama Entrepreneurship through Energy OR 2 national and 14 local TV stations broadcast video on women entrepreneurs
- In Zimbabwe there is increased reporting on GIE issues in print and broadcast and social media.
- In Central America (El Salvador), the TV channel 19 published an interview with ACCESE on renewable energy, efficiency and SEforAll.
- In Malawi, 25 community advocates launched a 'GIE task force' at the Wild Life and Environmental Society of Malawi to pool together resources of the members to coordinate community based GIE advocacy awareness activities and to raise funds to ensure continued community engagement.
- In Indonesia: Metro TV as one of the leading news channels in Indonesia, decided mid-December 2017 to dedicate air-time for their TV program '360' to decentralized renewable energy, specifically in Sumba, and managed by Hivos.

### Intermediate outcome 4

Level of achievement: 

Stakeholders are inspired by innovative examples. We have interpreted this outcome to be defined as follows: External stakeholders replicate innovative examples developed by Hivos and partners, or have taken steps in that direction.

#### *Analysis*

This was realized in Tanzania, Malawi, Indonesia and Zimbabwe. In Kenya the implementation of a champion county strategy was initiated but not finalized due to changes in the government. In 2020 the first outcomes in Kenya are expected. Some examples realized to date are:

- In Tanzania, the Energy Change Lab was founded to create space for dangerous thinking, to explore complex ideas and to search for innovative solutions. The lab established itself as a thought leader in Tanzania on RE and proposed several new ideas, like a pilot on swarm grid technology. They also organized a range of activities to show opportunities to small entrepreneurs in remote Tanzanian villages for opening solar mini-grid powered businesses; 14 businesses were opened as a result of these activities. In the end the ECL was scaled down due to a lack of funding (the lab was only partly funded from SP budget).
- In Malawi and Zimbabwe, other media stakeholders were inspired by the successful and award-winning way of reporting on GIE issues via broadcast and print, and became engaged.
- In Indonesia: the model villages are part of the champion strategy, with the intention to inspire other villages to copy and to inspire district governments to roll out more broadly. Related outcomes are that in 2018 (1) Representatives of the Ministries of Environment and Infrastructure, and of Women Empowerment and Child Protection, conducted a field visit to the Sumba model village to learn more about gender integration in the renewable energy sector, and (2) a representative of the Ministry of Women Empowerment and Child Protection conducted a field visit to the model village in Central Java.

Intermediate outcome 5

Level of achievement: 

CSOs and Renewable Energy MSMEs cooperate to strengthen demand for a supportive investment climate and finance for GIE.

*Analysis*

This outcome is realized in Malawi, Zimbabwe and Myanmar. Interesting examples are:

- In Malawi and Zimbabwe, CSOs together with RE MSMEs lobbied successfully on the VAT weaver for solar products. In Malawi GIE partner NAWB collaborated with other CSOs and small businesses to advocate for trade policies that can support business viability.
- In Myanmar a TOC workshop was organized to jointly develop strategies with DRE MSMEs.

Intermediate outcome 6

Level of achievement: 

Energy users (both consumers and private sector) demand adequate energy services from the government.

*Analysis*

This outcome is not yet fully realized in GIE intervention countries. However, important steps were made in all countries in terms of awareness raising and knowledge building on RE and GIE issues, as a first step towards a more active and demanding role of energy users.

Intermediate outcome 7

Level of achievement: 

Utilities respond to claims and accept dialogue and accountability.

*Analysis*

This outcome is realized in Indonesia and Nepal:

- Indonesia: where since 1 February 2018, PLN (Indonesia's government-owned electricity company) in Timur has improved the quality of its electricity services, for example by ensuring that the frequency of electricity power outages becomes rarer and more shortened. PLN nationally has committed to provide announcements prior to the electricity power outage, and the company also provides information on tariffs for electricity. This was after action research from partner CSO with women's group, and training of women's group on advocacy.

- In Nepal, three Community Rural Electrification Entities in rural areas included T&A principles, reporting on budget gender related activities and revised bylaws to include mandatory 33% women participation in their executive committee.

#### Other reported outcomes of the GIE program

Examples of relevant and unexpected long term and intermediate outcomes, mostly in line with the adjusted country TOCs, and mentioned by the interviewees were:

- Growing awareness of citizens on RE in all intervention countries, as a first step towards more active engagement of energy users to demand GIE;
- In Malawi GIE issues have been included in political party manifestos for the 2019 elections, and GIE partners gained confidence through their work and started to apply for funding themselves. Another unintended outcome in Malawi was that GIE partner NABW is currently chairing the Civil Society Gender Coordination Network and is incorporated in various strategic steering committees on renewable energy and climate change;
- Also, in Zimbabwe other donors became available because of the results of the GIE program, for instance SIDA provided funding for MISA on energy reporting, and Action 24 obtained funding from a German NGO to work on energy;
- In Kenya, guidance was developed in a multi stakeholder setting led by GIE Partners for the government to implement Kenya's Nationally Determined Contributions (30% reduction CO2);
- In Nepal, a lot of work was done on clean cookstoves. One example of an outcome achieved was the public acceptance by the Ministry of Health and Population of the role of government DoHS health workers as being important for raising awareness on the link between clean cooking energy solutions and maternal and child health.

#### Summary

The following table presents a summary of the levels of achievement of intermediate outcomes:

INTERMEDIATE LEVEL OUTCOMES		
1	Governments join multistakeholder dialogues	
2	Governments increase transparency and accountability (T&A).	
3	Media reports on green and inclusive energy, role of CSOs and accountability.	
4	Stakeholders are inspired by innovative examples.	
5	CSOs and Renewable Energy MSMEs cooperate to strengthen demand for a supportive investment climate and finance for GIE.	
6	Energy users (both consumers and private sector) demand adequate energy services from the government.	
7	Utilities respond to claims and accept dialogue and accountability.	

Only one intermediate outcome was achieved in all countries, but multi stakeholder dialogues are important instruments in the collaborative advocacy approach of the GIE program. It is interesting to see that so much was achieved on outcome two, transparency and accountability, considering it was deleted as a pathway in a number of countries. Media work has grown in importance and approach during the program which explains the achievements on that outcome. The advocacy strategy of working with

innovative examples to inspire others, which is closely related to the champion strategy, did not really work. In general, it has taken longer than expected to realize an innovative example that could inspire others. Also working with the private sector, and thus working with MSMEs proved difficult for a variety of reasons, amongst which that partners were not used to working with the private sector and the difference of interests of the private sector and civil society. Although there were not many reported outcomes on outcome six, a lot of progress was made in all countries on awareness raising and knowledge building on RE and GIE issues which is a first step towards a more active and demanding role of energy users.

In general, not all long term and intermediary outcomes and sometimes other outcomes were achieved because:

- The focus and strategy of the program shifted to a more local level in several of the countries, also because energy policies have been decentralized;
- TOCs have been changed annually and have been moving away more and more from the GIE generic TOC, to play into opportunities or based on progressive strategic insights;
- Not all outcomes for the program period have been harvested yet: there are particularly many intermediary outcomes harvested. It is expected that in 2019 and 2020 more outcomes towards the long-term institutional changes will be harvested;
- Five year is a short period of time to achieve these substantial advocacy outcomes.

### 3.3.2. GIE L&A strategies and interventions

The following section presents the main L&A strategies and interventions used within the GIE program, structured according to the “*strategy mix*”<sup>38</sup>:

- 1) Development of knowledge on the GIE topic (research);
- 2) Influencing the public and policy debate: advocacy messaging and framing (communication);
- 3) Online and offline media work (media);
- 4) Engaging and activating specific audiences/ constituency (mobilization);
- 5) Mobilizing key allies and building or strengthening networks, coalitions or platforms (allies and alliances);
- 6) Policy work and direct engagement with decision makers in governments and the private sector (lobby).

The section also gives an indication of the importance of each L&A intervention in terms of its contribution to achieving the L&A outcomes. The importance is based on the extent to which a particular intervention is reported / mentioned as contributing to the outcomes in the substantiation report as well as the outcomes gathered during the evaluation process.

#### Research

Importance: High

A program wide diversity of research was carried out at GIE program level (often supported and/or coordinated by IIED), as well as the individual GIE countries. Most in- and external stakeholders in different countries viewed research as one of the strengths of the program, leading to evidence-based advocacy. It was also found that research could be used more effectively if it is more at the core of the advocacy design, at the beginning of the program, and delivered more quickly. Long time frames of research and writing made it sometimes difficult to use it when opportunities arose. This improved during the past years in several countries. Some examples of the research carried out are:

- At the GIE program level research was carried out on “*Unlocking Climate Finance for the Poor*” and how to communicate on decentralized renewable energy.
- In Central America a study was realized in 2019 on “*Estrategia de incidencia para impulsar el acceso a la Energía*”, analyzing the narratives and use of language used by stakeholders

---

<sup>38</sup> As proposed and elaborated in the Inception Report, see Annex 1B. Training and sensitizations was added to the mix later, based on the Program TOC interventions.

to inform L&A. Also a mapping of women female entrepreneurs in the energy sector was realized.

- In Tanzania a gender assessment SEforAll Action Agenda 2018 (Tanzania, together with ENERGIA and MoE) was carried out as well as research on Productive Use of Energy (PUE)..
- In Kenya research was carried out on the enabling factors for gender and social inclusion. Together with the Energy Directorate of the Kisumu County Government an energy survey and generating energy maps for Kisumu County to create energy maps of the county and test the gender and social inclusivity toolkit.
- In Nepal a number of different researches were done, amongst others on the identification of Effective Communication Tools for Disseminating Energy Related Information to Diverse Population.
- In Indonesia, research was done to demonstrate the effects of the model village interventions.
- At the Global level, the most important research was about demonstrating the importance of, and opportunities for financing of DRE (by international institutions).
- The Global program produced a report with studies on electric cooking called “: *Beyond Fire*” studies on clean electric cooking

#### Communication & messaging

Importance: Medium

Although communication and messaging play an important role in the generic and specific TOCs, this was not reflected in the priority it was given in the country level interventions. In the global program, it is more interwoven in the L&A interventions. Across all countries, communication was given attention, but most efforts went into media work (see below), and to a much lesser extent into other communication work, such as developing communication strategies (jointly with partners), designing an advocacy narrative based on relevant frames and values, developing (campaign) images or human interest stories - for example to bring the stories and images of the champion projects (pilot counties, model villages) to the media, the wider public and the lobby targets. To some extent, this was done through the media work (e.g. the safaris) and through some of the media work, but in comparison to the media work, the broader type of communication work, where stories are created rather than told by others, received significantly less attention.

Hivos has co-developed a report around communication for DRE<sup>39</sup> with guidelines for messaging and narratives. This report was not referred to by the country offices and the recommendations (e.g. language, narratives and core themes) were not explicitly reflected in any of the documentation made available for this evaluation.

In the outcomes harvested, communication interventions, besides media work, are also hardly reported on. However, they are mentioned in some instances. Examples are:

- Central America: Mobile exposition in 2019 “*Centroamerica desconectada*”, to show examples of communities in Central America who have no or little access to energy, the problems they face and the solutions they identified.
- Tanzania: #WaandishiNishati (social media): Partners used this # in different kinds of communication on social media which led to breakthroughs in social media.
- In Kenya: Communication strategy focusing on champion counties: The previous engagement methods didn’t work effectively. Thus, there is a need to create a platform for sharing of best practices (2019: SPE-Kenya Learning Questions Feedback).

#### Media work (online and offline)

Importance: Very high

Online and offline media work was very important in the whole GIE program, at both global and national levels. See also the case studies on Tanzania and Malawi. Already early, the program focused on media work, particularly the training of journalists. This happened in Central America, Zimbabwe, Malawi, Tanzania, Kenya and Nepal. The program also supported digital platforms with resources on RE and developed long-term engagement trajectories

---

<sup>39</sup> “*Communicating Decentralized Renewable Energy to Financiers and Senior Policymakers, A Guide for Campaigners and Non-Governmental Organizations*,” Climate Outreach and Hivos, 2018.

with journalists (e.g. in Tanzania, Zimbabwe, Malawi). Examples are:

- Tanzania: Renewable Energy Journalism Fellowship with 4 interventions: Energy Safari, Masterclass, Field Trips and Mentorship (2018-2019).
- Central America: Course for 190 journalists from Latin America and the Caribbean on GIE, Climate Change and Gender, realized in collaboration with OLADE, an intergovernmental public entity promoting energy development in the region.
- Nepal: Meeting with national and local TV/ Radio stations, producing media content and airing it.
- Malawi , Kenya, Tanzania, Zimbabwe, and Indonesia: Training of journalists on how to report on DRE and GIE issues (broadcast, television, print, social media). In Malawi, one of the Hivos trained journalists won the UNOHRLLS journalism award, and several other awards, and has been invited to several high-level international gatherings.
- Central America: The TV channel 19 from El Salvador published an interview with ACCESE on renewable energy, efficiency and SEforAll.

#### Public Engagement Mobilization

Importance: Low

Public engagement and activation Mobilization of constituencies and activation of individual members of constituencies and target audiences, as a means to increase pressure on lobby targets and demonstrate public support, was found to have a low priority within the GIE program. This was a strategic choice based on the high cost estimation of mobilization interventions and the low deemed necessity for a This can be explained by the fact that the program that works on positive solutions through collaboration, and not on controversial topics that require activism. The only example of public mobilization was found in Nepal, where GIE was using the constituency of CREEs via letter, webpage, and Facebook page.

#### Allies & Alliances

Importance: Very high

Networking with allies and alliance building with energy and non-energy CSOs, private sector and public sector stakeholders, as well as multistakeholder platforms with all these parties represented, was a key strategy within GIE and was used in all intervention countries and at the Global level. Examples are:

- In Central America, GIE partner ACCESE is a full member of the Foro Centroamérica Vulnerable (in 2016, 2017, 2018 and 2019) and coordinating the working group on energy issues.
- In Kenya, the multistakeholder Green Energy Technical Working Committee was facilitated by a GIE partner in 2017.
- In Malawi a GIE partner is chairing the gender CSO Network on Energy.
- Tanzania: five CSOs (Tanzania Gender and Networking Program (TGNP), Policy Forum, Agricultural Non-State Actors Forum (ANSAF), Action Aid and Oxfam) formed the first budget tracking analysis coalition to harmonize actions targeting national parliamentary processes and members of parliament.
- Nepal: Establishment of CSO Energy Forum by seven CSOs (incl. CRT/N, NEFEJ and NACEUN) to advocate for clean energy as a priority for the SEforAll Country Action Agenda.
- In Zimbabwe, the Gender and Energy (GENEZ) CSO network was re-established with collaboration of GIE partners.
- In Indonesia, Hivos facilitated the NGO network participation in various fora on energy, both on the local and national level. Allies perceived the role of Hivos as an important opener of influencing space with key stakeholders.
- In the global program, the role of Hivos building multistakeholder platforms (The Brooklyn Coalition) and facilitating or participating in them (The SDG7 TAG<sup>40</sup>) was of key importance to the strategy and successes of the program.
- Central America: Training on *"Periodismo de datos y energía en Centroamérica"* with journalists from Latin America.
- Tanzania: Training session for CSOs on budget analysis (2017).

---

<sup>40</sup> See: Global case study.

- Nepal: Awareness and sensitization programs on Gender and Energy for Education professionals (2015).

#### Lobby & Policy work

Importance: Very high

In all GIE countries and at the global level, direct lobby and policy work was a main intervention strategy. Interesting examples are:

- In Tanzania partners had Face2Face Meetings (e.g. EWURA, members of parliament, SEforAll coordinator, companies) and TANGSEN participated in Technical Working Group for GAP (2018). Also training sessions on budget analysis were organized in 2017.
- Nepal: Meetings with the Nepal Energy Authority, Ministry of Energy, National Planning Commission and EFTC (2016-2018).
- Kenya: Validation workshop with thirty stakeholders drawn from CSOs, Consultancy firms and development partners to approve and adopt Kenya's Nationally Determined Contributions (NDCs) implementation guide and sustainable energy access practical guideline (2017).
- Central America: Lobby work toward the Winak parliamentary group (opposition) and Movimiento Reformador in the Guatemalan congress to include in their agenda to realize amendments to guarantee the funding of community managed renewable energy projects in rural areas.
- Zimbabwe: GENEZ submitting draft proposals to the Ministry of Energy.
- Malawi: L&A at District level to install RE systems in communities.
- Indonesia: Informal meetings with Ministry staff (lobby) and production of evidence (research), co-hosting an intra-ministerial communication event, and direct engagement with local and regional decision makers and policy staff.

In conclusion, GIE partners used a combination of different L&A strategies most appropriate for the specific contexts in each country. The most important interventions across all countries were (1) direct lobby & policy work, (2) activation mobilization and facilitation of allies and alliances through networks and the multistakeholder approach, and the intervention most strongly emerging in importance was (3) media work, as a means to create more awareness, sensitization and public support for GIE. Throughout the implementation of the program the L&A interventions changed, as the teams learned and developed their understanding of opportunities, and the interventions increasingly focused on 1) communication and the media (e.g. training of journalists to report on GIE issues) and 2) interventions at the local/ district level (e.g. in Kenya, Nepal, Indonesia, Central America - Guatemala) by developing a local level champion strategy to inspire others at the local level to copy or replicate the model, and to leverage change at the national level. This is in line with the results of the GIE reflection meeting in Malawi<sup>41</sup>, where direct engagement with the government, working with journalists and media, engaging other sectors and nexus partners, working with champions, the use of multistakeholder platforms and partners and the positioning of GIE within the SDG7 process were identified as strategies leading to most progress.

Some interviewees observed that having too much focus on the direct lobby of policy makers has its risks, as the approach is very vulnerable to government changes where all progress could be derailed by political changes and movement of personnel. Therefore, one of the strengths of the program is that it also puts great emphasis on building long term relationships with other key stakeholders, such as (lower ranking) civil servants, journalists, and through (formal and informal) multistakeholder networks. In addition to this, influencing the public perception through increased engagement with journalists and media houses can make it more difficult for politicians to change course. This diversity of strategies is an important risk mitigation strategy of the program.

---

<sup>40</sup> GIE meeting Malawi with partners and Hivos staff from SAF, EA and some staff from GO, 2019.

**3.3.3. Comparison planned outcomes and realized outcomes Capacity Development**

**Capacity Development Outcomes**

The GIE program started using the 5C model as a basis for the L&A capacity assessment of partners at national levels and for Hivos, ENERGIA and IIED at global level. The global level partners, such as CAN and ARE, are allies and not implementing partners. They did not receive capacity development within this program. The capacity development therefore focused on the GIE team itself, with an emphasis on leadership, which is in line with Hivos’ role in the global program: Leading the Brooklyn Coalition and mobilizing allies around international institutions.

After a first round of initial assessments and self-assessments of partner organizations, it was concluded that the model did not provide what was needed to assess the capacities of partners and thus develop an appropriate agenda. According to the internal memo Capacity Self-Assessment - Ideas for 2018, *“using the [5C]model to collect information, produces information ‘sliced’ into pieces, instead of a coherent and meaningful story.”* which is necessary for capacity development on advocacy. Thus, the 5C model was now only used at the last stage of capacity assessments after more open discussions and reflections were held with partners based on the TOCs. This way, countries and partners were given more freedom to develop their own capacity development initiatives and assessments to respond to the original capacity development outcomes identified in the GIE program document. The next section assesses to what extent these initial outcomes<sup>42</sup> were achieved. The outcomes were scored based on the contribution section in the harvesting outcomes and interviews with in- and external stakeholders. The intermediary CD outcomes were seen as steppingstones, or miles stones, in achieving the overall CD outcomes:

RATING	# OF CAPACITY DEVELOPMENT OUTCOMES ACHIEVED
	Achieved in 7-8 countries
	Achieved in 5-6 countries
	Achieved in 3-4 countries
	Achieved in 0-2 countries

Capacity development outcome

Achievement: 

CSOs have increased their ability to provide constituencies with relevant information and articulate their energy needs to effectively demand reliable, green and affordable energy and enabling policies and financing. Connected intermediary outcome: CSOs have knowledge on the connection with the energy agenda and the role of citizens.

*Analysis*

This has been achieved in all GIE intervention countries (see also the advocacy outcomes). Some interesting examples are the awareness raising activities in Malawi, Nepal, Indonesia, Tanzania and Zimbabwe via broadcast and print, e.g. a video on women entrepreneurs that was broadcast by two national and fourteen local TV stations in Nepal and a national TV item on the Sumba RE work in Indonesia.

<sup>42</sup> Source: Original Generic TOC document, 2018.

### Capacity development outcome 2

Achievement: 😞

CSOs have increased their ability to analyze and advocate for the improvement of women's and marginalized group's positions regarding energy services, finances and policies. Connected intermediary outcomes: CSOs (in cooperation with Hivos, ENERGIA and IIED) understand the international linkages in energy, CSOs have knowledge on the gender dimensions in energy.

#### *Analysis*

In all countries GIE partners and allies were able to analyze and advocate for the improvement of women's positions regarding energy services, finances and policies in all countries. However, this was not achieved for other marginalized groups. But although the outcome was formulated quite broad, it was decided during the Africa kick off meeting that the program would focus solely on gender, rural communities and sometimes youth and not on other marginalized groups. For example in Tanzania gender partner TANGSEN successfully lobbied for a Sustainable Energy for All Gender Action Plan, in Nepal GIE partners and allies in all intervention countries have increased their understanding on the international linkages in energy and the gender dimensions. GIE partner NABW in Malawi advocates jointly with women in informal cross border trade, for whom excessive taxation on importing renewable energy products, particularly solar, makes it less attractive as a business. Indonesia is the exception in this context, as the capacity development of women's groups in more marginalized areas, has reached both women as a target group, as well as the marginalized communities, on Sumba and in Central Java. Besides training on the gender dimensions of GIE, partners in Nepal also participated for example in a one day training in 2019 on how to conduct a need assessment of rural municipalities on GIE issues. In Central America, GIE partners were able to put the need for GIE for rural women in various Latin American countries on the agenda of the "*Foro Latinoamericano: Acceso a Energía verde e Inclusiva: el reto de todos*".

### Capacity development outcome 3

Achievement: 😊

In each country one lead energy CSO and one other CSO have increased the ability to implement effective L&A strategies and act successfully as legitimate and knowledgeable voices in debates on energy policies + practice. Connected intermediary outcome: CSOs are accepted as legitimate and credible voices in the energy debate

#### *Analysis*

The concept of working through one lead partner did not work in all GIE countries. But most GIE partners did increase their ability to implement effective L&A strategies as is seen from the reported outcomes on advocacy and the contribution of the partners to these outcomes. In all GIE countries the GIE partners (including Hivos, in countries where Hivos also implements parts of the program) are also perceived as legitimate and credible voices in the energy debate.

### Capacity development outcome 4

Achievement: 😞

CSOs have increased their ability to use the ongoing energy transition process to support the agenda for active citizenship.

#### *Analysis*

GIE partners in most countries enhanced their ability to use the energy transition to strengthen the agenda for active citizenship, e.g. in Malawi and Zimbabwe partners were able

to include community consultations in the official government process for the development of the new energy policy. Most citizen agency activities were however indirect, for example through media work. In Indonesia even though the civic space is very restricted, the existing support for DRE at the national and local level was used to engage citizens in the DRE debate, for example in the case of the Sumba model village.

#### Capacity development outcome 5

Achievement: 😊

CSOs (energy and non-energy) have formed influential networks with other CSOs and with relevant stakeholders. Connected intermediary outcome: CSOs have the skills to network.

#### *Analysis*

In all GIE countries, partners have established networks with energy and non-energy stakeholders from civil society and private and the public sector. Interesting examples are GENEZ in Zimbabwe, the work of NABW in Chairing the Civil Society Gender Coordination Network in Malawi and the establishment of CSO Energy Forum by 7 CSOs (including three GIE partners) in Nepal to advocate for clean energy as a priority for the SEforAll Country Action Agenda. In Indonesia, Hivos facilitated CSO networks and fora, engaging with NGOs and CSOs (for example WWF and CoAction) and other RE stakeholders (e.g. METI, the RE agency of Indonesia).

#### Capacity development outcome 6

Achievement: 😞

Leading CSOs are able to influence and network. Connected intermediary outcomes: CSOs have knowledge on innovative and effective L&A strategies, CSOs act as sparring partners and are a source of information on civil society for the Dutch embassies.

#### *Analysis:*

GIE partners were able to influence and network, using approaches such as interactive broadcast, social media (WhatsApp) but also through organizing workshops or other network meetings. In Indonesia, the capacity development took a very long time as the partners had a very low knowledge level in the field of DRE. After the first few years they were sufficiently capacitated to influence and network. They did indicate that more capacity development in advocacy strategies and tactics would have been beneficial. Because of their basic level in DRE knowledge and advocacy, there was no space yet for innovative advocacy. In Tanzania the Energy Change Lab was seen as an authority and thought leader on renewable energy according to different internal and external interviewees. Unfortunately, due to a lack of funding from other sources, the Energy Change Lab could not be continued as it operated in the past years.

The evaluation could not find to what extent GIE partners in all countries act as sparring partners for the Dutch embassies. In some countries, such as Indonesia, there was no engagement at all. Also, some embassies are very small (e.g. in Harare), do not have special staff working on Energy (e.g. Kenya) or focus mainly on oil and gas (e.g. Tanzania). Even though the Hivos Southern Africa Office maintained good relations at institutional level it was clear from the inception phase that it would be difficult for the embassy to engage closely on the GIE program. The Tanzanian embassy had a special energy representative who was in touch often with the Energy Change Lab and GIEs program coordinator. The embassy did however indicate that there was little contact on the GIE program in Tanzania, and he felt this was a missed opportunity.

## Summary and explanation

CAPACITY DEVELOPMENT OUTCOMES AND LEVEL OF ACHIEVEMENTS		
1	CSOs have increased their ability to provide constituencies with relevant information and articulate their energy needs to effectively demand reliable, green and affordable energy and enabling policies and financing. Connected intermediary outcome: CSOs have knowledge on the connection with the energy agenda and the role of citizens	
2	CSOs have increased their ability to analyze and advocate for the improvement of women's and marginalized group's positions regarding energy services, finances and policies. Connected intermediary outcomes: CSOs (in cooperation with Hivos, ENERGIA and IIED) understand the international linkages in energy, CSOs have knowledge on the gender dimensions in energy.	
3	In each country one lead energy CSO and one other CSO have increased the ability to implement effective L&A strategies and act successfully as legitimate and knowledgeable voices in debates on energy policies + practice. Connected intermediary outcome: CSOs are accepted as legitimate and credible voices in the energy debate	
4	CSOs have increased their ability to use the ongoing energy transition process to support the agenda for active citizenship.	
5	CSOs (energy and non-energy) have formed influential networks with other CSOs and with relevant stakeholders. Connected intermediary outcome: CSOs have the skills to network.	
6	Leading CSOs are able to influence and network. Connected intermediary outcomes: CSOs have knowledge on innovative and effective L&A strategies, CSOs act as sparring partners and are a source of information on civil society for the Dutch embassies.	

Three capacity development outcomes have been fully achieved: partners understand the connection between the energy agenda and the role of citizens, have the ability to provide information and articulate their needs, partners have increased their L&A capacities and are seen as legitimate and credible voices in the energy debate, and partners have the skills to network and have formed influential networks. Important steps have been made towards partners using the energy transition process to support the agenda for active citizenship. Most activities were however indirect, for example through media work. Although partners have increased their ability to analyze and advocate for women, this outcome was not fully achieved for marginalized groups (see also 3.2.8), largely due to a strategic decision and this explains the *happy smiley*. Lastly, although we found GIE partners were able to influence and network, using approaches such as interactive broadcast, social media (mostly WhatsApp and Facebook but also through organizing workshops or other network meetings). However, it was difficult for the embassies to be a sparring partner for the GIE program due to lack of interest or time to work on SDG7.

Every year all partners and staff harvested the outcomes, but the purpose of this process was to harvest outcomes in the external environment, so no outcomes on capacity development were harvested. This makes monitoring of the progress on capacity development difficult for staff and partners, and thus it also limits the possibilities for this evaluation to analyze the incremental results of the capacity development program. During the learning webinar, held on the 19th of June, some participants highlighted that it was indeed difficult to measure progress on capacity development using the OH methodology, and that more suitable methodologies should be identified.

### 3.3.4. Capacity Development interventions

The following table presents the most important L&A capacity development strategies and interventions realized in the context of the GIE program and some examples:

CAPACITY DEVELOPMENT INTERVENTION <sup>43</sup>	EXAMPLES
<p><b>Learning by doing:</b> Letting partners lead in national events: instilling confidence/ ownership in L&amp;A</p>	<ul style="list-style-type: none"> <li>• Create a platform for Brooklyn Coalition (multistakeholder partners) to influence e.g. during the COP summits, empower partners to engage in the SDG7 TAG, etc.</li> <li>• Involving other partners in writing media messages (Tanzania).</li> </ul>
<p><b>Continuous training:</b> Ensuring that learning “sticks”</p>	<ul style="list-style-type: none"> <li>• Regular OH coaching by DMEL staff GIE program in Kenya, Tanzania, Malawi, Zimbabwe, Nepal and Indonesia.</li> <li>• Mentorship of 6 months as part of the journalism fellowships in Tanzania.</li> <li>• Central America: Supporting ACCESE to become more effective as a regional L&amp;A network (via experienced consultant).</li> <li>• Zimbabwe: Mentorship program for youth advocates in renewable energy as well as for journalists to improve their reporting skills in RE.</li> </ul>
<p><b>Peer-to-peer training:</b> Leveraging experience of different partners (cost-effective)</p>	<ul style="list-style-type: none"> <li>• Tanzania, Zimbabwe and Malawi: Nukta / ZERO / MISA developed media training for other partners.</li> <li>• Budget tracking and policy analysis workshop for GIE partners in Zimbabwe facilitated by MHEN in Malawi.</li> <li>• Peer to peer partner exchanges in East and Southern Africa in 2016 and 2018 at national and regional level, and through a joint meeting that allowed for high impact learning and knowledge sharing between partners and consortium staff from Kenya, Tanzania, Zimbabwe, Malawi and the Global Office.</li> <li>• In Indonesia, IESR trained the non-energy partners on DRE.</li> <li>• ToT training on gender and energy by ENERGIA &amp; GIE Malawian partner WRCN for GENEZ members in Zimbabwe.</li> </ul>
<p><b>Safaris:</b> Visits are critical because partners visualize and understand the benefit of DRE systems</p>	<ul style="list-style-type: none"> <li>• The Energy Change Lab safari’s on Renewable Energy in Tanzania.</li> <li>• Central America: Organization of a tour to GIE projects with journalists to train them on GIE and show them concrete cases / projects.</li> <li>• In Indonesia Hivos worked with the partners in the same geographies (model villages) and also brought journalists to the DRE project site.</li> </ul>
<p><b>Regular meetings and reflections:</b> Ensure that long-term objectives are in line and achieved:</p>	<ul style="list-style-type: none"> <li>• GIE annual program meetings.</li> <li>• Yearly ToC sessions in all GIE countries and at global level.</li> <li>• In Nepal: Based on the experiences from Zimbabwe, Nepal also developed a media program. By Zimbabwe sharing its learnings and success factors, making it easier for Nepal to develop this line of work.</li> <li>• GIE learning agenda<sup>44</sup> and the insight obtained about change processes.</li> </ul>
<p><b>Attending events:</b> Letting partners participate in regional, national and international energy platforms as an opportunity to interact with high-level advocacy targets</p>	<ul style="list-style-type: none"> <li>• Participation of GIE partners in SADC meetings, SICA meetings in Central America), etc.</li> <li>• Inviting journalists from partners to attend regional and international conferences.</li> </ul>

<sup>43</sup> As identified by the GIE program itself.

<sup>44</sup> The GIE learning agenda is “informed by the core concept of dynamic learning, whereby learning questions are formulated on the key assumptions in the TOC. These learning questions are answered by program staff and/or reflected upon by people outside the partnership. The questions challenge the way it is believed change happens and answering them gives insights on the very same change processes”.

<b>Formal trainings by others</b>	<ul style="list-style-type: none"> <li>• Training for journalists in Central America and the Caribbean on GIE, Climate Change and Gender, formal training of journalists in Indonesia by Mongabay.</li> <li>• Training in 2017 in Zimbabwe, Malawi, Kenya and Tanzania for CSO partners and staff on the link between gender, inclusion and energy.</li> <li>• In Nepal, staff and partners received training in lobby and advocacy, gender and inclusion, as well as transparency and accountability.</li> </ul>
-----------------------------------	---

It must be mentioned that because of experiences with the initial capacity development interventions, these interventions changed over time; from the initial planned capacity development activities (on the basis of (self)assessments per partner organization), to more learning by doing - linked to important L&A opportunities at national and international level. There was also more and more emphasis on peer-to-peer capacity development (e.g. training of journalists by other journalists). The capacity development interventions have contributed to important changes in the L&A capacities of GIE partners and allies. Taking into account the main categories with capacities and skills for effective L&A<sup>45</sup>, the following observations can be made:

#### *General observations*

- There is often no clear distinction between capacity development interventions and advocacy; sometimes key advocacy targets participated in capacity development sessions on DRE, and this has worked well.
- Some partner interviewees, for example Indonesian partners, mentioned that more capacity strengthening on L&A would have been useful, notably to strengthen the ability to strategize together on various L&A intervention areas. We did not find capacity development plans, as this was no formal requirement, except in the case of Nepal and Central America (for ACCESE). In most GIE countries, partners discussed their needs during meetings, or GIE staff indicated what they observed partners could improve on, and they then decided how to increase capacity on that particular issue.
- According to the reflection sessions on capacity development, the 5C model did not work well for capacity assessment in most of the GIE countries. For instance in Nepal, the approach was modified because it was not sufficient in providing the context based on which the partners identified their capacity needs, nor did it provide tools for analysis, or to visualize and prioritize their needs. Together with a consultant, the 5-C assessment questions were adjusted and discussed with partners and a capacity development plan with 13 strategic needs was developed.
- The international meetings of the GIE team provided space for learning, for staff members. Interventions on for example media work were discussed, or experiences with decentralized strategies were shared.
- During the learning webinar on the 19th, it was observed that the capacity development of and by different CSOs focused on different levels: some more on the level of individual capacities, some on the institutional level and other (also) on the level of the partner ecosystem.

#### *On strategy development & Implementation*

No capacity development documents on L&A strategy development and implementation were found, particularly around stakeholder and power analysis and the development of SMART<sup>46</sup> L&A objectives, even though the annual TOC reflection meetings with partners were realized on the basis of stakeholder analysis. The strategic use of research, building allies, alliances and coalitions, and direct lobby and policy analysis received more attention than communication and public engagement topics such as storytelling, social media engagement or the production of visual materials. Capacity development on innovative and daring L&A interventions stayed behind or was interrupted (in the case of the ECL in Tanzania).

<sup>45</sup> See table in Inception Report, February 2020.

The main GIE capacity development interventions (mostly workshops and trainings and peer to peer sessions) were targeted to strengthen the capacity of GIE partners on context analysis, understanding the GIE issues and its nexus interlinkages, the development of TOCs, and the role of the media / energy reporting. Also the capacity development (mostly learning by doing) to L&A at different levels (local, national, regional, global) received a lot of attention. There were also annual training sessions on OH, monitoring of L&A and the use of TOC. In Indonesia the vast majority of capacity building activities were aimed at technical RE knowledge (for the non-RE partners) and the energy-gender nexus. The global capacity development had a focus on leadership.

#### *On organization & management*

GIE partners did not receive capacity building on internal decision-making procedures, but in case of challenges, capacity was made available. For instance, in Central America, partner ACCESE received support (via a consultant) on how to improve the internal organization and management as a L&A coalition active at the regional level.

The internal ways of working was a continuous topic in the communication between financial officers and project leads, as well as between DMEL officers. Also positioning and thought leadership received a lot of attention via research and publications and, at the global level, via internal capacity development on leadership.

Agile strategic steering of partners was strengthened during the annual reflection sessions on the TOC using previous learnings from implementation. In general, partners were able to read opportunities and seize them. In Indonesia, however, the nexus partners had no knowledge of DRE and nexus advocacy at the start of the program, and were also not so strong in advocacy as such. They also had challenges working together as a coalition, as they lacked clarity on joint lobby and communication objectives, and they lacked the leadership to bridge the different interests and the structure to hold each other accountable.

#### *On networking and alliance building*

As mentioned above and in line with the collaborative advocacy approach, the GIE program focused their capacity building particularly on the collaboration with stakeholders from other sectors (e.g. media and research) and strengthening the relation with decision makers (government and private sector, global institutions). This was primarily done via on the job training, in collaboration with IIED. Also, capacity development to strengthen the relation with beneficiaries (to enhance legitimacy - citizen agency) was carried out with support of IIED.

According to interviewees in for instance Tanzania, Malawi and Zimbabwe the peer to peer learning was most successful in strengthening the L&A capacities of partners. In Tanzania partners indicated they feel capacitated to a great extent on content and L&A skills. Peer to peer learning was also most successful in Malawi and Zimbabwe, e.g. journalist mentoring program. In Central America, non-technical, participatory, and inclusive trainings in local languages were most successful.

The more technical and less participatory trainings were considered to be the least successful by the partners in the case study countries. Sometimes because the level of the training did not match the level of the partners: the training was too technical or too far advanced leaving the partners with no concrete tools to work with. Also turnover of staff of GIE partners was not helpful to ensure effective learning. In Indonesia, the program spent the first years on realizing technical trainings on the energy-gender nexus for the non-energy partners. This took more time than anticipated due to an overestimation of the existing capacities on RE during an initial analysis.

---

<sup>46</sup> [https://en.wikipedia.org/wiki/SMART\\_criteria](https://en.wikipedia.org/wiki/SMART_criteria)

### 3.3.5. Multiplier effects through multi-actor engagement

Multi-actor engagements were stimulated within the GIE program, among others to achieve a multiplier effect. Via the creation of more convening power (by having a widespread network) easier and better access to specific GIE decision making processes were created, thereby enhancing the influencing capacity of the GIE partners. Examples are the nexus approach followed in all GIE intervention countries (see also section 3.2.7.), as well as the multistakeholder approach at the global level, which was manifested in: the Brooklyn Coalition and the SDG7 TAG.

### 3.3.6. Actors, factors and processes influencing these changes

#### Internal stakeholders

As mentioned in 3.1.2. the Hivos Regional Offices, the Hivos Global Office and ENERGIA were directly involved in L&A activities at the national, regional and global level, as well as the Dutch Ministry of Foreign Affairs. The role of the latter was perceived by Hivos as very important to promote the importance of increasing the willingness and capacity of governmental institutions in GIE countries to engage and listen to civil society stakeholders (to enhance democratic governance). IIED co-lead the ECL with Hivos in Tanzania, and supported primarily the research agenda of the GIE countries. In some cases, IIED also acted as speaker at events. See further 3.2.1. on the role of IIED.

Hivos and IIED did influence the changes as they were directly involved in GIE L&A at different levels. The members also contributed with their expertise areas to strengthening the L&A interventions in GIE countries. For instance, ENERGIA contributed with its expertise on gender to the development of appropriate interventions in Nepal, and also co-funded and provided gender technical assistance to the GIE partners in Tanzania. The Hivos Global Office channeled financial resources, relevant contacts and created spaces for L&A to the partners in the GIE program, particularly at global level (e.g. during COP meetings, SDG7 events, etc.).

As an in- and external stakeholder (consortium member and ally) MoFA also influenced the outcomes as it was directly involved in L&A at the global level: MoFA already engaged in discussion with e.g. the World Bank and the Global Climate Fund. Regular strategy meetings helped aligning agendas and supporting each other's activities and defining roles for a common goal. However, at the national level, the Dutch embassies were not closely involved, mainly because most of the embassies had phased out their energy work and/or because of their very limited capacity.

In Tanzania there was a special energy representative at the embassy that worked closely with the ECL and the general program coordinator. There was less contact with the East Africa office or the partners in Tanzania. For partners, Dutch embassies are often not obvious partners to work with. In Kenya there was a good contact with the embassy from the start: once a year all SP partners were invited to share their challenges and lessons learned when working in Kenya. Unfortunately, after three years, the GIE program was not invited anymore as the energy representative of the embassy no longer participated in these exchanges. Thus, contacts with embassies seemed to have depended to a large extent on whether or not the embassy had an interest and or staff working on energy.

#### External stakeholders

As mentioned in section 3.2.7. GIE country staff and partners established contacts with a wide range of external stakeholders (allies). These stakeholders had an important influence on achieving the outcomes as they contributed to 1) strengthening the advocacy process

(joining forces, legitimacy), 2) bringing in valuable expertise, credibility, and 3) bringing in relevant contacts with the public sector or other stakeholders. Please see section 3.2.7. for more information on how they influenced the changes.

Each country has its own variety of external stakeholders, but none of the stakeholders interviewed and no documentation reported on direct opposition of the GIE program. The program avoided working directly in the spaces where potential opponents (e.g. the fossil fuel industry) operates.

### **3.3.7 Explanation of the findings**

#### **The external context**

##### *Shrinking civic space*

In most of the GIE countries space for civil society has shrunk in the past years with negative effects on the program. For instance, in Nepal, the stricter government control resulted in less confidence of CSOs to work with the government. However, the GIE program found ways to work with this reality: renewable energy itself is a non-politicized issue, inviting partners to work in a collaborative, non-political manner with governments.

##### *Decentralization*

In Nepal (since the new Federal System of Governance (2015)), Kenya (since the new Energy Act of 2018) and also after 2023 in Malawi, energy is now a decentralized, local issue. Local governments do not have the capacity to manage these renewable energy programs and vulnerable groups like women and children are not well represented at local level. This offers opportunities for GIE partners to offer technical support.

In several countries, like Tanzania, Malawi and Zimbabwe, there were corruption scandals and faulty products in the energy sector. Citizens did not trust (renewable) energy projects anymore. During a partner reflection meeting in Africa in 2019 decentralization processes were seen as a means to overcome these issues by improving accountability with local decision makers and tracking if policy implementation.

##### *Turnover of decision makers*

Lastly, like everywhere in the world, there is a constant turnover of decision makers which makes direct lobby challenging. The program tried to overcome this by focusing efforts on the technical civil servant, who is less likely to change after elections. Since DRE has its technical side, and the program has chosen a collaborative approach to L&A, this strategy fitted the program. For example, in Kenya: After elections, the Governor of Kajiado and a lot of other government officials were replaced. Consequently, Hivos had to begin the work of engaging with and sensitizing new government officials from scratch, which resulted in a new MOU signed on 4th October 2019.

##### *Favorable political context for DRE*

There is a favorable political context for RE in many GIE countries, for instance in Malawi the political context is favorable as the current electricity provision is very weak and more and more citizens, companies, etc. feel too dependent on current electricity providers. They want to diversify energy sources to become less dependent. In the near future also the government (Ministry of Natural Resources, Energy and Mining) will decentralize into the District levels and the budget will be increased accordingly to be able to pay District Energy Officers. Over the past years, donor agencies have increased interest in DRE, and for example the Indonesian government plans to remove old coal-fired power plants with plants using renewable energy<sup>47</sup>. Also, in Zimbabwe, with a similar political context as in Malawi, there is growing attention for

RE, and a lot of CSOs working on RE promotion. In Central America most countries are in favor of promoting RE as there is a huge potential for development. Also at international level, the attention for RE development has been steadily growing: it is on the agenda and huge investments are made in the context of SDG7.

#### *Increased attention for DRE by general public*

In most countries the general public is increasingly aware of the advantages of and the need for RE development. Also, in the context of climate change and environmental degradation. Corruption scandals, black outs and other crises in the energy sector also provided a lot of opportunities for reliable renewable energy.

#### *Competition of fossil fuels (gas, oil)*

In all GIE countries, the fossil fuel industry is powerful and is competing for investments and subsidies. In many countries there are major investments in large new fossil fuels planned. For example, the discovery of gas and the development of the hydro dam in Tanzania had a major impact on the advancement of DRE. Only this past year has the president included solar as a policy priority. In Kenya, large coal fired power plants are being built. This competes with support for electrification in a decentralized and sustainable way.

### **The internal context**

#### *GIE program flexibility*

Hivos staff and partners were happy with the flexibility of the program, as it is considered to be of great importance to be able to adapt strategies to local and ever changing contexts. In general, the program was perceived as very flexible: partners and regional hubs were allowed by the program manager (and in accordance with the MoFa) to adjust plans and tactics quite easily. A suggestion made during a reflection meeting, was that partners should be allowed to have contingency budget lines for unforeseen activities. Also, the TOC was adjusted whenever this was necessary. Other funders are far more rigid, and for example don't allow any changes in the TOC or only after lengthy discussions. Also, partners feel well respected by Hivos staff.

#### *Partner contracts*

In some of the countries the program, being part of Hivos and thus operating in line with the Hivos wide management policy, worked with short term (one year) contracts with partners, which reduced stability. A lot of energy and time was spent on administrative issues, which could have been spent on the L&A work. Especially in East Africa this was seen as a hindrance, having to start each year from scratch with contracts and proposals. Especially when partners changed, this caused a lot of extra work. The short-term contracting leads to partners being hesitant to report on negative outcomes and might attract partners that have less money to really implement the program. Consequently, a lot of time needs to be invested in capacity building. Some interviewees suggested working with a consortium of partners, so that they would not feel like competitors and could have longer term contracts.

#### *Staff turnover*

There was substantial turnover of GIE staff, for instance in Central America and in Zimbabwe where the program and advocacy leads were changed. In Indonesia, there was a high turnover in the communications position (4 persons in 4 years' time). There was also a high turnover in partner staff. For example, in Tanzania, partners in the program are often small, and the success of the program relies on one specific person inside the partner organization. When they leave, for example because of other job opportunities or declining budgets, it has a profound impact on the continuation of the work. In the case of Tanzania an alliance on

---

<sup>47</sup> <https://www.reuters.com/article/us-indonesia-power-coal/indonesia-plans-to-replace-old-coal-power-plants-with-renewable-plants-minister-idUSKBN1ZT17N>

budget tracking was built with five CSOs, two of whom were partners. The three other non-Hivos partners did not receive any funding in 2018, and the program's partners Forum CC and TGNP changed personnel leaving the alliance rudderless. The work continued in 2019 when funding was restored, and new personnel were in place.

#### *Time allocation*

A hampering factor for the program effectiveness in some countries, was the limited time allocation of staff to the project, in combination with a high workload and high ambitions. For example in Kenya and Tanzania this has led to underspend in the first years, but it was resolved by hiring additional advocacy staff. In Indonesia, the perceived low allocation of staff time in relation to the ambition levels and scope of the GIE program, was said to have a detrimental effect on the program results. For example, it was said to have led to the high turnover in the comms staff position, which in turn affected the program's joint comms work with partners.

#### *Choice of partners*

In most countries, strong and credible partners from different sectors were selected, on the basis of a preliminary analysis and experience in the 100% RE campaign. This was essential for implementation and for sustainability. In case of lack of capacities, partners were trained so that, for instance in Central America, former GIE partners could continue collaboration with the program because they are already capacitated. In the case of Indonesia, some internal actors wondered whether the selected partners were the right partners for this TOC. As the capacity development on DRE took several years, just to get the non-energy partners on the level where they could do advocacy on DRE, and they did not manage to agree on a clear joint advocacy strategy, this did not leave enough time to implement a joint advocacy strategy or joint L&A interventions. As a result, there was no time left to achieve the ambitious TOC objectives. Alternatively, with a selection of RE partners who were already up to speed, both internal and external stakeholders felt that more progress could have been achieved in certain DRE areas, notably in influencing the regular DRE targets such as the Ministry of Energy and Mineral Resources. On the other hand, working with nexus partners made it possible to achieve outcomes in other areas and to influence other decision makers, for instance the Ministry of Women Empowerment and Child protection.

#### *Delays in disbursements*

See section 3.6.1: Assessment of efficiency.

#### *Continuous and mutual learning cycles*

The continuous and mutual learning cycles within the program contributed to transforming it into a learning program with the necessary systems and procedures in place and above all the necessary attitudes to learning and self-reflection from Hivos staff and GIE partners. A good example is the M&E cycle which contributed to enhancing the advancement of the program. With the yearly reviews and adaptations of the TOCs, and in particular with the formulation and discussion of learning questions leading to (sometimes) different assumptions. This yearly strategy process with all partners in each country, kept the program well on track and allowed the program to adjust to changing circumstances or to milestones achieved.

### **3.3.8. Applied strategies and interventions**

#### **The insider & outsider strategy and dialogue & dissent**

From the start the program strategy has been predominantly an insider strategy, meaning that the influencing of key decision makers is predominantly based on collaboration and sensitization and not on confrontational strategies. In 2020 a publication on the insider approach was published by Hivos<sup>48</sup>. The program – and its partners (as e.g. expressed during

the Malawi Africa meeting) - believed change can be better achieved by showing respect, listening, working on joint solutions, instead of *“through with dumping / communicating problems or looking for the confrontation”*.

The insider strategy proved to be effective in all GIE intervention countries as the approach promoted communication, openness, and enhanced trust and respect, and promoted collaboration instead of confrontation. The approach is also less risky in contexts where the civic space is very much under pressure, although this was not always the reason. Finally, the approach promotes a longer term relationship building with key policy makers (also at lower levels in ministries) and this contributes to the sustainability of the program.

For instance, in Malawi, the insider strategy (partnership building with public sector and other NGOs) was an effective approach to form a broader alliance working on GIE, and to obtain their perspectives. In Nepal the RE community is very small and everybody knows each other. It is difficult to use a confrontational approach to influence the government, without damaging the working relationship. So, by default in Nepal partners use an insider approach. In Indonesia, it is possible to work on decentralized renewable energy, as it is perceived as a broadly accepted development issue, while it is not possible to work on issues like LGBTI. In countries where civic space is shrinking, which is the case for most of the program countries, the program made a conscious choice to work on these widely accepted issues and to show that CSOs and civil society in the broad sense is an important part of society and development.

With the new government starting in 2015, civic space in Tanzania is shrinking. There is more control by the government, and less room for openly criticizing government policies. All interviewees however agree that if the advocacy is based on facts and executed in a collaborative manner, there is still room for dissent with the government and TANESCO on certain issues. Renewable energy is also a technical issue, which makes it possible to advocate for in a non-political way trying to find technical solutions for problems together. But criticizing for example the hydro dam that is planned would not be possible. According to an internal interviewee, it could have been interesting for the Dutch MoFA and the GIE Program to see how they could have complemented each other, with the ministry taking a more criticizing role, and the GIE partner a more collaborative approach.

The insider - dialogue approach also has its risks. As one of the interviewees mentioned: *“advocacy players can easily be swallowed into submission due to familiarity”*. Another interviewee added that this is an approach that is difficult to implement, as it depends very much on the personal skills of lobbyists. Due to the close collaboration, and the importance to maintain strong relations within a context where public criticism is not appreciated, it can be difficult to voice dissent and as such, it can be more difficult to change power relations. Also it demands risk management and it is not certain whether all GIE partners have that capacity.

Another comment that was made, was that sometimes countries expect the SP-E partners to also fund projects instead of just providing technical support or advice. A more principal concern is the question to what extent it is possible to have a dialogue and dissent program in countries where there is no room to criticize the government, especially on politicized issues. Some stakeholders worried that the approach can lead to co-optation or half-hearted positions and messages.

### **Citizen Agency**

Within the GIE program vision it was essential to strengthen the ability to exercise choice and take action (people are agents of their own development) via L&A strategies. GIE partners

---

<sup>48</sup> Collaborative advocacy: Applying an insider approach in the GIE program, Hivos, 2020.

used a combination of people-driven advocacy, advocacy alongside people, advocacy on behalf of people, or civil society advocacy based on citizen's needs<sup>49</sup>.

To include beneficiaries or constituencies in the program is not easy since it would require including anyone without access to (sustainable) energy. It is difficult to include and consult all these citizens. To address this challenge, GIE countries chose different strategies, some examples are:

- In Malawi, consultations were organized at district level to provide space for citizens to give input on RE policies and programs. Perception that citizens feel activated and heard, but needs much more work;
- In Tanzania, Malawi and Zimbabwe interactive radio programs were organized where listeners could call in to share their concerns;
- In Indonesia the emphasis was on 1) advocacy alongside people: Setting up women's groups at the community level who voice their own energy needs at the village and district level, and 2) advocacy on behalf of people at the national level: information is obtained through the field level work but the advocacy is undertaken by Hivos and CSO partners. Citizens are not involved in all processes and agenda setting, when the process gets too technical or complex.

In practice, GIE partners were mostly advocating based on citizen's needs: the advocacy planning process is conducted by civil society only and are leading all advocacy efforts. In this last approach, citizen's needs are assessed prior to the program.

Even though there were no country strategies on citizen agency, and national actors were not always entirely clear on its objectives, most partners were actively promoting citizen agency in one form or another. Raising awareness on the possibilities, the need for and relevance for RE, including the energy-gender nexus, was an important condition to promote citizen agency.

### 3.4 RELEVANCE

The overall goal of the program is to 'meet people's energy needs through green and inclusive energy systems that create economic opportunities for women and men while mitigating climate change.' This section looks at to what extent the changes achieved through the program have benefitted specific marginalized people, notably women, and if these changes have environmental/climate effects (positive/negative), and if so, how? The section also addresses the question how relevant these changes are in the context in which the program is operating. Looking at marginalized people (notably women), the environment / climate change and the global context, the following observations can be made:

#### 3.4.1. Marginalized people, notably women

The GIE program used the GESI approach to reach out to and target marginalized people, particularly women, see section 3.2.9. There is broad internal and external acknowledgement of the relevance of targeting women as they bear the burden of the negative impact of the lack of (clean) energy and they are often strong change agents in their communities.

---

<sup>49</sup> Source: A lobby & advocacy approach to promote decentralized renewable energy solutions to achieve universal energy access, Hivos, 2019. In a 'people-driven advocacy' approach people have direct control over the advocacy agenda, lead the entire planning process and actively participate in collective L&A activities. In advocating alongside people, individuals are willing and active participants in setting the advocacy agenda and are engaged in the advocacy planning process. When advocating on behalf of people, civil society assess how individuals want to be involved, set the advocacy agenda with some input from individuals, elicit people's views and seek to include these in the advocacy planning process and civil society takes the lead in lobby and advocacy activities. Lastly, when civil society advocates based on citizen's needs, the advocacy planning process is conducted by civil society only and is leading all advocacy efforts. In this last approach, citizen's needs are assessed prior to the program. This can be done by research in the form of consultation meetings, or else.

There was no targeted work on specific marginalized groups such as indigenous communities or disabled people, as this was not part of the strategy. However, the emphasis of the program is in *decentralized* RE solutions and inclusive finance for DRE solutions, aimed at ensuring that poor people in remote communities can also gain access, building on the fact that currently the biggest access gap is with poor/remote/rural. So next to gender, social inclusion was an explicit goal, and reason to focus on DRE and inclusive finance.

As such, the nges achieved during the GIE implementation period are essential to be able to continue strengthening women's active engagement in L&A at local, national and global levels in the GIE countries to improve:

- Participation of women in leading CSO positions, public and private sector;
- Number of women in RE technology development;
- Number of women entrepreneurs within the RE sector;
- Number of women female journalists reporting on GIE issues;
- Access in LDCs and rural areas to energy;
- Finance for DRE and clean cooking, especially in LDCs and lower income regions, for poor communities.

### **3.4.2. Environment/ climate change**

The program mainstreamed climate change by focusing DRE and clean cooking. The program mainstreamed climate change by focusing on DRE and clean cooking. But the question whether the program was relevant for climate change seemed to be more difficult to answer than expected. At first glance, the link seems obvious: by promoting a transition from energy from changing how electricity is produced from power plants burning fossil fuels to renewable energy sources like solar and wind, carbon emissions can be cut which will help to mitigate climate change. But when studying the outcomes of the program, the program is most successful in extending access to (renewable) energy for men and women, thus contributing to the inclusiveness of how energy is consumed. The program was less successful in increasing RE investments (outcome number 5 in the TOC), and thus in increasing the share of RE in the total energy mix, which is necessary for reducing the CO2 levels. But if these households would have been connected to the national grid (which are to a large extent powered by fossil fuels), carbon emissions would have risen more, so in that sense the program was relevant for climate change. Furthermore, it is too early to tell if the program contributed to reducing the negative effects on the environment and the climate.

An interviewee from the public sector in Malawi mentioned that the *"narrative of the GIE program is the most important outcome as it will have positive effects on the climate by promoting the use of RE products and raising public awareness on the link between (D)RE and climate change"*. There is still an urgent need for a better understanding of the link between DRE, the environment and Climate Change at local, national and global level. With the uptake of improved cook stoves, the contribution to the environment is that there is less firewood being chopped locally, contributing to less damage to forests, as well as reducing CO2 emissions through more efficient use of biomass (or use of gas).

### **3.4.3. Relevance of program in current (global) context**

The GIE program remains very relevant in the context of the Sustainable Development Goals (SDG) adopted by the UN in 2015, particularly SDG7: Ensure access to affordable, reliable, sustainable and modern energy for all; and SDG7.2. Increase substantially the share of renewable energy in the global energy mix. Equally important, meeting SDG7 may be a precondition for achieving the other SDGs.

GIE countries have subscribed to these SDGs and are actively working on the formulation and implementation of policies to meet the SDGs. For example, in Nepal the program is very relevant since it is a SE4All focus country. It has prioritized the formulation and implementation of an action plan to meet the three SE4ALL objectives and “to make all Nepali homes smoke-free by 2017” through a multistakeholder approach. The GIE program’s goals and those of the Nepalese government on renewable energy are closely aligned. Furthermore, the country has shown commitment to gender and social inclusion.

In Malawi and Zimbabwe the goals of the GIE program are also in line with those of the government and its pledges in the context of the SDG agenda, and in Central America the GIE program is being supported by national and regional (SICA) governmental institutions (2030 Renewable Energy Policy in Central America).

In Kenya the most relevant energy policies were already passed before the start of the program. Civil society including Hivos and its partners has been working on RE for some time already there. The program focused on making sure it got carried out at national but also at county level.

## **3.5 SUSTAINABILITY**

### **3.5.1. Policy and practice change**

In the context of the SDG framework where regularly the level of progress on SDG7 will be measured, it is important to maintain pressure on relevant public and private sector stakeholders at global, regional, national and local levels. Even though in most GIE intervention countries, as well as at the global level, important changes have been realized at policy level, pressure from civil society, particularly GIE partners and allies, is essential to ensure proper implementation, transparency and accountability practices. Most interviewees underline the importance of the need for continuous L&A and the pivotal role of CSOs as watchdogs, centers of expertise and liaisons with constituencies at local levels.

In most intervention countries, GIE partners seem to have obtained a good positioning to play this role, for instance in Kenya, partners have been working on RE since 2005 and have obtained a good positioning to continue their L&A efforts to ensure a proper implementation of policies and corresponding accountability measures.

### **3.5.2. Continuation of L&A interventions of partners**

The main factors contributing to the capacity to be able to continue the L&A interventions are:

1. The extent to which there is a “*installed capacity*” in these organizations, notably the knowledge and skills for L&A on RE;
2. The positioning (legitimacy and credibility) of partners within civil society / in the eyes of potential donor organizations;
3. The level of integration of L&A interventions in the operations of the partners;
4. The established contacts and networks to share work, collaborate on L&A, e.g. through the embeddedness in the partner ecosystem, etc.

In most GIE intervention countries, and at the Global level, there is a capacity to be able to continue, as well as the required positioning from partners. A concrete example is the case of Malawi, where awareness raising and lobby work can be continued as these are already core activities of the GIE partners involved. Moreover, there is an existing database on RE, existing communication materials, animations, videos, etc. to be used in the future. Also there are

other stakeholders (e.g. other NGOs such as Christian Aid, United Purpose) who can contribute to continue the L&A interventions. Finally, the Malawian Ministry of Natural Resources, Energy and Mining is increasingly willing to fund activities of CSOs and networks on the promotion of RE.

In Central America GIE partners have been collaborating with previous GIE partners on specific GIE topics, also without external funding. It is likely that some of these activities can continue after the end of the program.

In Tanzania partners have been working well together, have taken initiative to meet and exchange knowledge and expertise. They have incorporated the idea of learning by doing by coaching each other for example on media issues. Partners indicate they are eager to continue their work within the current partnership, also after the program might end. They are also seen as legitimate actors in the RE sector by the government, and some partners like Forum CC have received funding from the EU to continue their work on budget tracking. At the same time, it is not easy to find additional funding after the program would end. The Energy Change Lab in Tanzania was well respected according to different external stakeholders interviewed. The lab was seen as an expert organization with new and innovative ideas and with good relations with decision makers. Unfortunately, it proved difficult to secure additional funding due to the fact many donors pulled out of Tanzania, leading to a scaling down of the lab at the end of this program.

However, in the case of Indonesia the continuation of the L&A interventions is not sure as there is no other funding from Hivos. Regarding the sustainability, some believe that e.g. YLKI will continue with private sector work and some of the nexus work (and the increased knowledge and capacities around this) are likely to contribute to sustainability to some extent.

Also in Kenya it is not sure partners can continue their L&A as there are in general more donors, and there is a risk that if Hivos would leave, a different donor partner with other priorities will be identified and the focus of the interventions will change.

### **3.5.3. Multiplier effect**

GIE partners tried to achieve a multiplier effect to scale up the promising results of small, local interventions and achieve more impact. This was done via the development of champion strategies (e.g. the village model in Indonesia, or the model in Guatemala, as explained in section 3.2.3 TOC/ champion strategies), or via trained GIE advocates and journalists (e.g. in Zimbabwe, Malawi, Tanzania) who can become change makers and train others to spread the GIE messages. Through this multiplier effect, the changes will be ongoing after the project ends, thus contributing to the sustainability of the program

For an effective scaling up, an accompanying structure is necessary, offering guidance and support. In the GIE program this was ensured by: 1) integrating scaling up interventions in the structural plans of the GIE partner organizations (e.g. ToT programs in the case of TGNP in Tanzania), 2) realize L&A towards higher level governmental institutions to accommodate the necessary activities, 3) establishing cooperation with allies.

## 3.6 EFFICIENCY

### 3.6.1. Assessment of efficiency

#### *Program level efficiency*

At the program level, proper use of available resources was ensured and monitored through regular communication between financial officers, program leads / advocacy managers from the Hivos Hubs and the financial officer at Hivos Global. Furthermore, there was regular contact between the different program leads and the program manager at the Global Office. Financial staff from the Hivos Hub offices were in regular and in direct contact with partner organizations when developing and reporting on budgets and to coordinate possible changes in budgets before seeking approval from the Global Office. Only in the case of Nepal, partners were in direct contact with ENERGIA.

Information was shared using the financial system Osiris where budgets and reports can be uploaded and shared. This also made it possible to identify delays in reporting, or changes in budgets. Every year financial audits were realized.

The set up worked well and GIE partners appreciated the program management in general, the timely response to questions, and the transparent and participatory engagement when developing plans and budgets.

The use of resources was perceived as good, the only limitation mentioned was the slow transfer of resources as this “affected implementation and weakened the partnership”. In some cases, for instance Tanzania, the contractual obligations with journalists could not be fulfilled because of delays in funding. This delay in the transfer of resources was caused due to additional reporting requirements from the MoFA which in turn required additional partner assessments. Other issues affecting the program efficiency were related to:

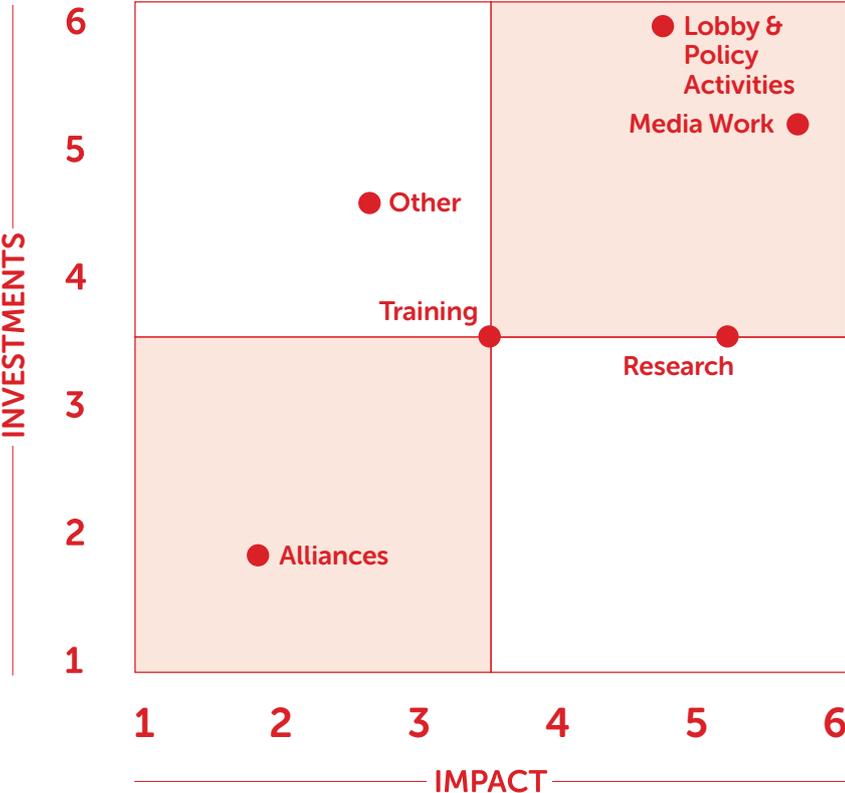
- the fact that some partners are not in the same country as the Hivos Hubs (e.g. Central America, Malawi) which make financial and administrative procedures more complex;
- the current financial and administrative system (Osiris) is limited in the sense that it does not provide the necessary information on time management to make informed management decisions;
- financial issues were being discussed by various staff members in different meetings and this required sometimes additional communication to ensure all the right staff has been informed in the same way;
- in some cases, for example Indonesia, the two partners, even though large and well established, turned out not to be able to develop reporting that meets the Hivos quality standards. This also leads to delays in disbursements.

Some *external and internal stakeholders* in different countries thought the program was “*spread too thinly*”, and more impact could have been achieved if the program operated in less countries with less partners. Within countries working with decentralized strategies, partners worked in different districts or counties or partners worked in more than one district or county. In Nepal it was agreed that partners work in the same district to complement each other’s efforts.

#### *Efficiency of the L&A interventions*

To assess the efficiency of the L&A interventions within the program, a stakeholder efficiency rating was planned with external and internal stakeholders in the case study countries. Due to the COVID-19 pandemic outbreak, only a partial assessment (via a digital platform) with internal stakeholders was carried out in Tanzania (see also chapter 1: limitations). After making

a list of 31 interventions in Tanzania based on the outcomes 2016-2018 and the first media fellowship, the partners calculated the costs of each of these interventions (approximately). In the digital sense making workshop, the partners rated the interventions according to their impact on the achieved outcomes. In the end the partners only ranked their own interventions, which makes a comparison more difficult. This led to the following figure:



Comments on the interventions for Tanzania:

- Research was seen by partners as a necessary first step for effective lobby, especially if done in consultation with decision makers;
- Lobby and policy work was seen as very impactful. Usually investments in lobby and policy work tend not to be very high, but in this case one of the partners also hosted a technical working group with decision makers. Working closely with decision makers on technical issues or in technical working groups was seen as most impactful;
- The flow of all interventions in the media work was carefully designed and really worked well, according to the partners;
- The greatest additional benefit of training sessions, was the gathering of relevant stakeholders together in the same room. Especially the Energy Change Lab trainings were appreciated as they merged the Hivos methodology on how to conduct creative workshops with the IIED research expertise. Sensitization through training is also seen as an important step before doing any lobby and policy work;
- All partners agreed, it was not easy to separately appreciate the interventions, as they are so interrelated. The success of one intervention impacts the success of another in the next stage. They should be seen as interrelated;
- Most efficient are interventions that trigger a multiplier effect: the champion strategy used by different countries could be very efficient if others copy the approach, but in many instances it is still too early to see whether the champion strategy has really worked.

The outcome of the efficiency rating in Tanzania shows that interventions on media, research and lobby & policy work are valued by partners as most impactful, but also required most investments. But more importantly, the analysis with the partners shows it is very difficult to assess individual interventions for its efficiency, since in carefully designed lobby strategies the interventions are all interrelated.

### 3.6.2 Spending

Even though all GIE countries developed detailed annual budgets and plans, it has not been possible to obtain this information for all countries<sup>50</sup>. In the first years of the program was not able to spend all allocated budget. In 2016 and 2017 the program started. GIE staff and partners were designing the program together and were not able to already spend all allocated funds. Also during 2018, the program had an underspend (21%), mainly *“because of political circumstances forcing delays in activities (notably research and media work) or a slowdown in delivery of research by external consultants”*. As examples were mentioned the local elections in Sumba, the presidential elections in Indonesia, the legislative elections and related security measures in Nepal and the political unrest in Zimbabwe. Other reasons mentioned in the report were the staff turnover in the GIE Central America team and delays in contracting partner organizations due to additional requirements of the MoFA, making a new Hivos control framework<sup>51</sup> necessary, including the realization of regranting assessments. Resources were transferred to following years (particularly to 2019) when an alignment took place and most regions and Global carried out additional activities.

Up to the first quarter of 2020, most GIE partners were in line with the implementation of their activities, including the additional ones from 2019, but due to the COVID-19 pandemic there is currently a delay. To resolve the problem non-cost extension will be given and a top up to GIE partners (reallocation of travel budget at Global level), based upon a detailed budget proposal. Implementation will close as planned on December 31st, 2020. There was no problematic overspend of the yearly budgets.

### 3.6.3. Learnings and adjustments

As mentioned in 3.6.1., financial issues were regularly discussed between GIE partners, Hivos Hub staff and Hivos Global staff. This contributed to the identification of bottlenecks and best practices, experiences were discussed and exchanged and were solved, also due to the flexible nature of the program. Some issues could however not be solved easily, e.g. the one year contracts issue.

The following learnings and adjustments are considered and/or implemented at the Hivos Global Office to enhance efficiency:

- Installation of a new financial and administrative system (All Solutions) which will make it possible to share information real time, including time management;
- Establish project teams to improve monitoring by ensuring direct contact between the financial officer at Global Office and the Hivos hubs.

Also individual GIE partners learned from the exchanges and experiences and adjusted their ways of working. For instance in Malawi the partner organizations increased mutual collaboration (to continue implementation even though there were not sufficient resources due to delays) and looked increasingly for collaboration with other NGOs. In Tanzania and Kenya two new partners were added via an open call, and this worked well.

---

<sup>50</sup> The requested information was never shared with the evaluation team.

<sup>51</sup> GIE program, Annual Report, 2018.

# CHAPTER 4:

## CASE STUDY ANALYSIS

### 4.1 INTRODUCTION INTO THE CASE STUDIES

The evaluation included four case studies, to deepen the analysis around a selection of learning topics, and to enrich the data collection for the General Program Analysis. The first case study, the multistakeholder approach for global level advocacy, zooms in on how effective the multistakeholder approach has been for achieving the program outcomes. The second case study is focused on Indonesia and looks at the gender nexus approach in the national and regional advocacy. The third case study, in Tanzania, examines the contribution of the Renewable Energy Journalism Fellowship to green and inclusive policies. The fourth and last case study analyses the contribution of GIE interventions on reporting (print and broadcast) to the development of green and inclusive policies in Malawi.

### 4.2 GLOBAL: THE MULTISTAKEHOLDER APPROACH FOR GLOBAL LEVEL ADVOCACY

#### 4.2.1 Introduction

##### Context of the program

The global context of the GIE program over the period 2015 - 2020 has been largely shaped by the dynamics around the Sustainable Development Goals (SDGs, adopted in 2015) and the Paris Agreement (and the COPs thereafter). The SDGs show a clear connection between development and sustainability, which also forms the basis of the Green and Inclusive Energy program, and indicates the responsibility for all countries to work on the goals. SDG7 specifically aims to 'ensure access to affordable, reliable, sustainable and modern energy for all by 2030'.

The "Decade of SE4All" campaign by the UN Secretary General had created an important opportunity to work on renewable and economic development of rural low income areas, being the core focus of the GIE program. Hivos, IIED and ENERGIA have been jointly working on this campaign, before the start of the GIE program and into its first phase. Energy access became part of the Global Goals for the first time, giving momentum to work on energy access

In 2015, the Paris Agreement showed a historic number of countries signing a climate agreement and reaffirmed the agreement of high income countries contributing US\$100 billion of climate finance to the costs that low income countries have because of climate change. In the years that followed, US president Trump decided to leave the Paris Agreement and instead promote coal again. This gave support for some countries to continue to focus strongly on fossil/coal as a major source of energy. However, in the rest of the world investments in renewables continued to grow.

In 2017, the leading international institution on Sustainable Energy for All (SEforAll) changed its course and became less of a focal institution for energy access advocacy, especially given the lack of southern & government representation and its unclear UN-status. The attention and opportunities shifted to SDG7 as a concrete result of the SE4All work by the UN. With this change, the program shifted to SDG7 which resulted in the membership of Hivos and

co-facilitation of ENERGIA of the multistakeholder Ad Hoc Technical Working group for SDG7 (SDG7 TAG), creating opportunities for networking and influencing.

### **Set up of the global GIE program**

The global program interventions are targeted at global actors, and implemented by the global GIE team in close cooperation with regional Hivos staff and national partner organizations. The strategic strands are focusing on:

- 1) Working with international institutions/ actors on (climate) financing of inclusive energy solutions and reaching the last mile, implementation and reporting on SDG7, and CSO representation (including women's groups). The targeted international actors are SDG7-TAG, WB, GCF, AfDB, UN, EU and NL and to a lesser extent ADB and IDB;
- 2) Capacity development of internal staff and of civil society, e.g. through the active participation in the coordination group of the ACCESS coalition.

The global program is different from the country programs in a number of ways:

- It doesn't have implementing CSO partners. The capacity building interventions are mostly aimed at strengthening Hivos, ENERGIA and IIED as the implementing partners;
- There is also some capacity development of the ACCESS CSO coalition, notably through the engagement of Hivos in the Coordination Group, and some capacity building of national partners, through their participation in international events;
- The joint advocacy takes place mainly through a multistakeholder approach (MSA), e.g. the Brooklyn Coalition and the SDG7 TAG;
- The advocacy targets (the international institutions) do not have a (national or otherwise defined) constituency that is represented, and that can be informed through media or mobilized through social media. Therefore the (social) media work is more targeted directly at decision makers' channels.

A key intervention strategy is the multistakeholder approach, which is defined here as bringing together and facilitating the strategic collaboration between different types of organizations, in this case civil society organizations, country representatives, international institutions and the private sector. This case study will zoom in on two main multistakeholder platforms: the Brooklyn Coalition and the SDG7 Technical Advisory Group (TAG).

The members of the Brooklyn Coalition are:

- Civil society: Hivos, ENERGIA, IIED and SNV
- Governments: The Netherlands, Kenya, Nepal, and in a later stage also Germany
- Private Sector companies: Selco and Schneider Electric

The Brooklyn Coalition was not active throughout the whole SP, but mostly in 2017 and 2018. The SDG7 TAG is a multistakeholder Technical Advisory Group on the SDG 7, which is the SDG for affordable and clean energy, convened by the UN Department of Economic and Social Affairs (UNDESA). The TAG provides input to the High-Level Political Forum (HLPF) reviews of SDG7, for example through Policy Briefs. Its members consist of representatives of various international institutions, national governments and civil society.

Sheila Oparaocha, through her connections as International Coordinator of ENERGIA, was asked as Co-Facilitator of the SDG TAG in 2017. The Brooklyn Coalition was formed in 2017; this provided opportunities to have representation in the TAG by Hivos, Kenya and Nepal as TAG members.

### *Collaboration with the Dutch Government (Ministry & Embassies)*

A key distinctive feature of the program, and notably of the global work, is the cooperation with the Dutch Foreign Aid and Trade Ministry in the strategic partnership. This collaboration has been strong, with extensive exchange of information to enhance each other's role in the energy field. Hivos and the Dutch Ministry jointly established the Brooklyn Coalition, as part of their strategic cooperation at international platforms such as the SEforAll and the SDG7 conferences.

The main interventions of the global program were direct lobby work (attending global conferences, organizing side events, the development of policy briefs, influencing statements), communication and mobilizing allies (network facilitation, setting up multistakeholder platforms). Additionally, there has been important work on research (notably analysis of finance for DRE and finance mechanism for DRE) and global media work.

### **Learning topic and learning questions**

The main question for the global learning topic is:

*To what extent and in what ways has the multistakeholder approach, notably through the Brooklyn Coalition and the SDG7 TAG, been successful and what can be learnt from this?*

Learning questions for the learning topic:

- 1) *What was the added value of the multistakeholder work through the Brooklyn Coalition and the SDG7 TAG for the program goals? How did it contribute to change?*
- 2) *What are the strengths and the challenges of the multistakeholder work under the global GIE program?*
- 3) *What are the roles and interests of the various members of the Brooklyn Coalition and SDG7 TAG? How did that affect the program?*

### **4.2.2 TOC & Outcome Analysis**

#### **TOC analysis**

The long term institutional changes in the Theory of Change, that the global program aims to contribute to by means of the MSA, are the following:

- Relevant international actors (such as WB, GCF, AfDB, ADB, UN, EU, NL, TAG) have allocated an increased share of public (climate) financing to Green and Inclusive Energy solutions;
- Relevant international actors (such as TAG, WB, GCF, AfDB, ADB, IDB, UN, EU, NL) have invested in strong implementation and adequate reporting of green and inclusive energy (SDG7 and interlinkages);
- Relevant international institutions have arranged for CSO representation, including women's groups, and their participation is on a serious and equal footing.

The other long term institutional changes are around civil society engagement (through the ACCESS coalition and support to national CSO for international meetings) and internal capacity development of Hivos and partners, and are therefore outside the scope of the learning topics (and thus from this outcome analysis).

Interestingly, the Dutch government is mentioned in the TOC both as an implementing partner for this strategy: *Dutch government influences national, regional and international energy policies and its architecture by using its mandate position in fora such as WB, EU, GCF*, and also as a target for two of the long term institutional changes. Both refer to different elements of the Dutch government (see section on 'strengths of the MSA').

### *Changes between 2016 and 2018 TOC*

The main shift from the 2016 TOC towards the 2019 TOC has been that the 2016 TOC focused on influencing key stakeholders and policies through the SE4All process and in 2018 the focus had shifted to the SDG7 process, including the Technical Advisory Group (TAG) as a means and as a target-actor.

Furthermore, the strategy on Transparency & Accountability (T&A) through Open Government Partnership (OGP) was deleted. The reason was that there wasn't a good strategic fit, as the T&A work is around corruption and scandals, while the objective of the GIE program is to support positive and solutions oriented projects and interventions. Another misfit was that T&A revolves around large scale projects and GIE focuses on a relatively small scale. The other changes were either minor adaptations based on progress or cosmetic changes.

Even though the MSA has been a key intervention strategy since 2017, it is not explicitly labelled as such in the global TOC. It is, however, mentioned as a specific strategy in the general program strategy and in the main Hivos publication on its approach to lobby and advocacy<sup>52</sup>. In the TOC, the various elements of the approach (work with the different stakeholders) can be found. The underlying assumption for this strategy was that the advocacy messages around GIE and DRE have more impact if they come from different directions, and are based on the joint representation and knowledge of governments, including developing country governments, as well as the private sector (as implementers) and civil society (as the representatives of the beneficiaries). The MSA has been a strategy to influence all of the above-mentioned outcomes.

### **Outcome analysis**

The section below gives an overview of which harvested outcomes (slightly summarized) of the program have contributed to the intermediate outcomes as formulated in the TOC, to indicate to what extent the intermediate outcomes have been achieved. In the section thereafter, an analysis is presented based on the harvested outcomes and the evaluation findings. Only those intermediate outcomes relevant to the learning topic around the MSA have been selected.

*Intermediate Outcome 1: Relevant international actors (WB, EU, GCF, AfDB, NL, UN, TAG) have developed new financial mechanisms to finance green and inclusive energy (GIE) and DRE.*

Contributing outcomes:

- On 8 March 2017, for the first time the European Commission's Directorate-General for DEVCO launched a Call for Proposals on "Women & Sustainable Energy".
- In the intergovernmental review of the SDG 7 at the HLPF in New York from 9-18 July 2018, UN Member States endorsed a Ministerial Declaration (MD), which underscored the need to invest in decentralized renewable energy solutions in order to close the electricity access gap, and to support solutions that are in line with people's needs.

*Intermediate Outcome 2: Relevant international actors (NL, EU, UN, WB, AfDB, GCF, TAG) see the importance of investing in implementation and reporting of green and inclusive energy (SDG7 and SDG5)*

Contributing outcomes:

- On 1 November 2018, for the first time, the WHO and UNDP launched a new multistakeholder "Global Energy-Health Platform of Action".

---

<sup>52</sup> A lobby & advocacy approach to promote decentralized renewable energy solutions to achieve universal energy access: <https://greeninclusiveenergy.org/publications/>

- For the first time Decentralized Renewable Energy (DRE) was explicitly mentioned as a UN/SDG7 commitment (in the Report of the UN Secretary-General on SDG7 to the seventy-third session of the General Assembly, the ECOSCO's President's Summary of the 2018 HLPF on Sustainable Development, and UNDESA submission to the UN Secretary General). In line with this, a multistakeholder Global Action Plan (GAP) for DRE was launched, as part of SDG7-TAG activities, 14th of January 2019.
- The interlinkage between gender and energy was included for the first time in the Report of the UN Secretary-General on SDG7 to the seventy-third session of the General Assembly, the ECOSCO's President's Summary of the 2018 HLPF on Sustainable Development, and UNDESA submission to the UN Secretary General.

*Intermediate Outcome 3. The EU, DGIS, UN, WB, AfDB, GCF promotes and facilitates the participation of CSOs and women's groups advocating for GIE in international institutions*

Contributing outcomes:

- IRENA invited Hivos to express the views of civil society at several high level events including the UN HLPF (July 2018 New York), IRENA IOREC conference (October 2018, Singapore) and the General Assembly of IRENA (January 2019, Abu Dhabi).
- Hivos and Energia, through involvement in TAG-SDG7 were able to influence programming of conferences to have multistakeholder representation, including civil society, with national CSO reps being supported by Hivos to attend meetings and participate in panels (eg Prep SDG7 Conference in Bangkok, UNOHRLLS Beijing conference, HLPF SDG7 TAG side events) and shared side event with WB and DGIS at COP2018, EU preparation of Sustainable Energy Investment Platform report, supported consultation of CSOs especially on clean cooking.

According to interviewees, the most important outcomes where the MSA played a key role, were:

- The Global Energy-Health Platform of Action launched by the WHO and UNDP : This was important because it was an important breakthrough for clean cooking in response to the 2018 Ministerial Declaration for High Level Political Forum to prioritize clean cooking, increasing the need to scale up political and investment attention for the nexus with clean cooking, health, and gender, and bringing together nexus stakeholders, including with inputs from CCA, UNDESA, EU, ENERGIA, Hivos, and Norway. In particular, ENERGIA and UNDESA have played a pivotal role in pioneering the platform, driving the - nexus approach. The platform's scope of work expanded to link up to the Clean Cooking Fund and the High-Level Coalition of Leaders for Clean Cooking.
- The UN/SDG7 multistakeholder Global Action Plan (GAP) for Decentralized Renewable Energy (DRE): This was important because this GAP brings together high level stakeholders around the need to prioritize decentralized RE as a means to reach universal energy access and provides opportunity for strategic high level cooperation and high level coverage/ outreach on decentralized RE solutions. It was launched as a shared initiative by the Governments of Kenya, Germany and The Netherlands and Hivos, supported by the other Brooklyn Coalition members, and initial support given by IRENA, UNIDO, EU and the World Bank.

#### **4.2.3 Findings on learning topic**

##### **1) Added value of the multistakeholder approach**

*What was the added value of the multistakeholder approach (Brooklyn Coalition and SDG7 TAG) for the program goals? How did it contribute to change?*

Initially the strategy behind forming a multistakeholder coalition (Brooklyn Coalition) was to counter fragmentation between stakeholders and to unite them in one coherent and strong voice. In later stages the focus also included developing a vision for GIE policies based on the experience and knowledge of the participants. One added value of the Brooklyn Coalition in relation to the SDG7 TAG was that the influence of the program in this advisory group would still be limited if it were one voice of a civil society actor (Hivos/ ENERGIA). In addition to this, the BC demonstrated the ability of CSO actors to form strategic networks with relevant stakeholders, indicating the added value of CSOs in fora like the SDG7 TAG, and giving Hivos more body than just another ordinary CSO, showing strong ties to international actors and processes. Another added value was that the MSA has triggered fruitful discussions with important actors, it created leverage to engage key people and in key processes. Without the Brooklyn Coalition and the participation in the SDG7 TAG, the influence of the program in the HLPF briefing papers and policy papers would have been considerably less.

Finally, the added value of the MSA is that all participants can play a different role (as is elaborated under the third question in this section), which has a mutually strengthening effect.

When the WHO and the UNDP launched the new multistakeholder “Global Energy-Health Platform of Action” (according to stakeholder, the most important outcome of the program), this demonstrated that these institutions showed an increased appreciation of a multistakeholder approach.

## **2) Strengths and challenges of the MSA**

*What are the strengths and the challenges of the multistakeholder work under the global GIE program?*

### **Strengths**

Generally speaking, a key strength of the partnership was that it was able to bring together representatives of all stakeholders that are relevant for GIE advocacy: Governments, including developing countries, the private sector and civil society - and that it was able to unify them behind a shared goal. Both for the BC and the SDG7 TAG, a key strength that was mentioned was the diversity of technical disciplines and ideas, and the different views that were brought in by the members.

The MSA in the GIE program built onto the existing relationship between Hivos and the Dutch government. In the Strategic Partnership under which the GIE program was developed, the Dutch Ministry of Foreign Affairs participates both as a regular sparring partner for Hivos to ensure strategic alignment, as well as an implementing partner in terms of advocacy for GIE with the targeted international institutions.

The Dutch government is also a target, together with international institutions. Having a representative of the Dutch government on board in the person of the IGG<sup>53</sup> representative, to leverage their access to other decision makings within the Dutch government, as well as within the targeted international institutions, provides significant opportunities for the program. This partnership with its constructive and close collaboration is perceived to be the backbone of the Brooklyn Coalition by various internal and external stakeholders.

Another key strength was the existing relationships with Kenya and Nepal, based on previous program work around SE4All, which opened up the opportunity to have them on board, and ensure that the developing countries are also represented in the Brooklyn Coalition and the SDG7 TAG. This increased the legitimacy and broadened the perspective of the BC group and its advice in the TAG.

---

<sup>53</sup> The IGG is the Directorate for Inclusive Green Growth.

A key strength of the BC was that the group and its individual members are much more agile than governments on their own. The latter can't easily sign on to statements due to their protocols. The BC however, is a small group that can quickly maneuver, and for the participating governments it was convenient that Hivos could mobilize people and keep processes going forward.

Likewise, the bureaucracy of large international institutions, such as the World Bank and UNDESA, limits their capacity to move certain processes forward. For example, they need to clear statements before going public or approaching ministers, whereas HIVOS & ENERGIA can just directly go to the ministers and have a conversation, or publish a statement. So for them it's also a benefit to collaborate with a multistakeholder coalition that can quickly respond or make proposals.

Another strength of the MSA was having an internal champion, Kenya. This was in part because the Kenyan representative was very motivated and dedicated, and has had a long standing relationship with both Hivos and ENERGIA.

The informal nature of the BC was mentioned as a strength, as people can speak freely without being held accountable. At the same time this is, at times, also a disadvantage, see below.

A key challenge in the light of the collaboration within the MSA is that there are so many different interests and agendas, that decision making is very political and it's difficult to manage all those interests. However, the different stakeholders were positive about how this was managed in the different MSAs. Notably the leadership of the BC (Hivos) and the TAG (ENERGIA) received praise for the way in which everyone's participation was facilitated.

The BC was perceived to provide a space where people can have discussions that would have otherwise not been possible, and where all contributors are seen as on equal footing, where everyone's opinion matters and all can engage in a critical way.

### **Challenges**

It takes time to build relationships, therefore an MSA is not something that can just be rolled out. It needs to build on existing relationships, often developed over multiple years. From the external stakeholder's perspective, a weakness is that Hivos' capacity to implement everything is limited. For example, compared to GIZ with representation in 120 countries, Hivos is small in terms of staff.

From the perspective of the private sector in the BC, the period of collaboration was short and it resulted in changes on paper, where they would have preferred to see more tangible outcomes in terms of projects. Even though this was not an objective of the BC, it was an interest of the private sector. Regarding the development of knowledge documents, they felt that this was sometimes too much seen as an end goal rather than a starting point. An important learning point, in this context, is that various stakeholders (including from the private sector themselves) struggled to understand how the private sector could be engaged deeper, longer or in a more meaningful way.

One challenge in the end phase was that there was no clear exit strategy. Several partners were somewhat unclear about whether the BC would continue or not, as for a long time there was no communication about next steps. Some partners were taken along in the SDG7 TAG and others were not.

### 3) Interests and roles of the members

*What are the roles and interests of the various members of the Brooklyn Coalition and SDG7 TAG? How did that affect the program?*

#### Role of Hivos

The most important role of Hivos in the MSA has been initiating and facilitating the BC, and getting BC members on board of the TAG. In the start up phase of the BC, the close collaboration with the Dutch Ministry played a key role. This was perceived by different stakeholders to be very strategic and mutually strengthening. The interest of Hivos is to leverage influence on the international institutions through the collective voice and effort of the MSA. The results of the MSA have catered well to this interest.

In the following phases, the role of facilitator was to facilitate the BC and its members, listening to every voice, and bringing all their perspectives, interests and strengths on the table. This was perceived as a role that Hivos has fulfilled successfully, resulting for example in the contributions to policy papers for the HLPF 2018. As leadership was the key focus of the capacity building, this seems to be a well chosen focus.

Another important role of Hivos was building on opportunities, e.g. through organizing events (such as the HLPF breakfast meeting), supporting inclusive panel discussions (multistakeholder) and ensuring CSO representation at events.

The multistakeholder Technical Working Group for the review of SDG7 was co-chaired (later called 'co-facilitated') ENERGIA's Sheila Oparaocha and with Hivos as observer/member. Hivos and ENERGIA managed to get the Government of Kenya accepted as a member, with their day to day contact person, responsible for (access to) renewable energy as a focal point.

Another key role was that of knowledge manager: putting information together as input for processes, development of best practices paper of members, sharing of important research and ensuring good documentation of outcomes.

Finally, the role of Hivos in the MSA was to represent CSOs from the countries, ensuring that the concerns of the people in local communities are taken into account.

#### Role of the Dutch government

In addition to the role of strategic sparring partner of Hivos, as mentioned in the previous section, and of course as the funder of the GIE program through the Strategic Partnership, the Dutch government played an active role in the MSA.

The representative of MoFa pushed for participation of Hivos and ENERGIA in the SDG7 TAG, both through formal support and through financial contributions to the TAG, with the condition that Hivos as civil society representative would retain a strong position.

Their interest to participate in the BC was to see decentralized RE solutions anchored in the SDG7 process. This interest was well addressed by the outcomes of the program.

In the BC, Hivos, ENERGIA and the Dutch MoFa were the most active, leading the process, and the other members were more in the role of followers. However this was not seen as problematic.

An important role was convening meetings where high level participants can attend. Hivos cannot bring together ministers but MoFa can, as people are more inclined to participate when they are invited by a counterpart. And for the UN it matters a lot if there are governments who are signing the statements or proposed inputs.

Finally, an important role was sharing of strategic information and joint collaboration around influencing moments: e.g. the Dutch position in the WB, consulting with Hivos/ENERGIA for input on text and processes, and teaming up on the HLPF Ministerial Declaration text.

### **Role of ENERGIA**

The important position of ENERGIA's program manager as the co-facilitator of the TAG was the result of ENERGIA's 20 year engagement with UNDESA, its membership on the UN Secretary General Advisory Group for SEforALL, and in intergovernmental processes as part of the co-organizing partners of Women's Major groups, working on advocacy to have gender on the energy agenda. These Major Groups have important entry points for CSO in member states negotiations, and complement ENERGIA co-facilitation of the TAG. ENERGIA's position as co-facilitator has also supported the positioning of the interest of the member of the BC in the SDG 7 TAG prioritization and processes such as ensuring that they were consulted directly in developing the Summary for Policy Makers (outside the standard written feedback from all TAG members); that key points made by TAG members were kept in the final version of the Summary and incorporated in the 2018 Ministerial Declaration.

Previously the global tracking framework was published by the World Bank. Norway and ENERGIA as co-facilitators of the SDG 7 TAG, together with UNDESA as convenor of the TAG, played a key role in bring together the custodian agencies to publish a joint report on the progress of SDG 7 "Tracking SDG7: The Energy Progress Report". Complementing this report are the policy briefs and summary for policy makers produced by SDG 7 TAG. ENERGIA has also played a key role in driving the nexus/interlinkages debate, notably by highlighting the importance of clean energy for addressing gender inequalities, women economic empowerment and health.

A key interest for ENERGIA to participate in the MSA of the program is that it strengthens the call gender inclusive agenda for DRE, which has made an important contribution to the advancement of clean cooking as a key solution in the Green and Inclusive Energy debate.

### **Role of SNV**

Together with Hivos and ENERGIA, the role of SNV was to represent the voice of civil society: the voice of the communities that currently do not have their energy needs met, and who are suffering from the disadvantages in terms of the environmental, health and economic impact of fossil fuels or lack of access.

With a partner network around the world, the role of SNV in the BC was also to bring in the perspective of the realities on the ground in a broad variety of countries.

### **Role of governments of Kenya and Nepal**

Kenya has been outspoken on DRE and GIE at the national, regional and international platform for many years, including as part of its membership to the UN SEforALL initiative. It was therefore natural for them to become an active member in the SDG7 TAG. Hivos facilitated the Government of Kenya's participation in the SDG7 TAG. Unfortunately the devolution of the

Nepal government since 2017 meant that Nepal was not able to participate in the TAG. Both countries play an important role in the MSA because they represent the voice of developing countries, in other words those countries where the policies around increasing energy access through decentralized RE is most relevant. As such, they are better able to bring in the perspective of the realities on the ground.

The role of Kenya was stronger, because there was an existing relationship between Hivos/ENERGIA and Kenya through the Hivos 100% RE program and SEforAll focused program that was implemented through Hivos East Africa, several Kenyan organisations and ENERGI A and partner organization Practical Action support of the Kenya Ministry of Energy's SEforAll action agenda. This relationship was a good starting point for further collaboration. With Nepal there were also good existing relationships with ENERGI A that laid the foundations of the collaboration as a multistakeholder initiative.

### **Role of the German government**

The role of Germany (ministry for economic development) was mostly focused on the cooperation on policy briefs for UNDESA in the light of the HLPF in 2018. Germany and Hivos hosted a breakfast dialogue on DRE at the HLPF, which meant quite an investment from the side of Germany. Germany agreed to join the BC, although this never fully materialized as strong cooperation existed through the SDG7 TAG. There was active participation of Germany in the development of the GAP DRE, and follow up with conversations with other TAG members on how to be involved.

### **Role of the private sector**

Generally speaking, the role of the private sector participation in the BC is to bring in the business perspective. However, both participating companies played a slightly different role and each had their own interests.

Selco is a hybrid between private sector and NGO. They started as a social venture. They have a business case but they are also funded with philanthropic means. Their role in the BC was more NGO-like, combined with that of a Southern social entrepreneur. The role of Schneider was perceived by some to be more like the 'typical multinational', with an international lobby department. However, their role in the BC was also perceived to be very supportive and not just promoting their own economic interests.

Both the private sector actors are motivated by the prospect of practical projects resulting from the international processes and from strengthening their brand names. The mere participation in the policy processes for the sake of the policy outcomes does not have real benefits for them. It has to result in something concrete, to keep them interested.

For Selco their interest was to be part of global discussions and being one of the architects of regulations, as these often don't have practitioners involved and are "*very far from reality*". Selco and Schneider played an important role in the MSA, representing the private sector perspectives, but they never really engaged in agenda-setting and lobby. They did however participate in side events.

It was observed that there was not really a link between the government actors and these private sector actors. It was unclear for the Ministry what role they Selco and Schneider (or other private sector actors) could play in the policy processes. In events and fora, however, their role was clearer.

## 4.2.4 Conclusions and learnings

### Conclusions

The added value of the MSA for the program results on the global level has been significant. Notably the engagement of a diversity of stakeholders, ranging from civil society to governments and the private sector has contributed to more legitimacy, more advocacy power and leverage, and a more diverse basis of perspectives and knowledge for the development of a policy vision. A key strength was that the problem built onto existing relationships, and over time, has built up credibility. The leadership role taken by Hivos, as well as their facilitating role, was perceived to be of key importance to the success of the MSA.

The role of Hivos in the MSA within the GIE program has been mostly establishing and maintaining relationships with all relevant stakeholders, initiating and building up the BC and contributing to BC members leveraging their influence in the SDG7 TAG and within the TAG, bringing together players around the policy briefs/GAP DRE. The close collaboration between Hivos and the Dutch government has been key to the success of the program. ENERGIA has played a key role in positioning the interest of the members in the SDG 7 TAG priorities and processes as the co-facilitator of the TAG. In addition, it has contributed to putting clean cooking solutions higher on the agenda, which has contributed to the Energy Health Action Plan.

The role of the Kenyan and Nepalese governments have been important because of their southern perspectives, but also because Kenya is a champion country in the context of SEforAll. The role of the German government has been very limited, as it proved to be difficult to keep them engaged formally – although at an individual level connections and cooperation remained well.

The role of the private sector was, according to various stakeholders, the most unclear, as it proved difficult to keep the companies engaged in policy processes, with no clear perspectives on concrete projects or other direct economic benefits.

### Learnings and recommendations

#### Added value of the MSA

The multistakeholder approach has played a key role in achieving the outcomes of the GIE program. The MSA approach is central to the Hivos and SP program approach<sup>54</sup>, and for that reason not explicitly mentioned as such in the TOC. The MSA has also played a major role in terms of the program interventions and outcomes.

**Recommendation:** In future programs of this type, the MSA should remain central to the strategy, and the learnings from this MSA should be taken on board.

#### Strengths and the challenges of the MSA

An important first learning of the program is that one of its key strengths was that it has built onto existing relationships. During the program implementation, relationship building continued to be important. How the leadership role was shaped by key persons in the MSA was also perceived to be essential to the success of the MSA and the program overall.

**Recommendation:** Hivos should continue to invest in long term relationships, both personal and between Hivos/ ENERGIA and governments and international institutions and to continue to invest in capacity development on leadership.

Another important learning was that the MSA strengthens both the content, through the diversity of perspectives, and the weight of the advocacy, thereby giving its advocates more leverage.

---

<sup>54</sup> <https://www.hivos.nl/assets/2016/06/Citizen-Agency-Consortium-Programme-Document-2015.pdf>

*Recommendation:* For future multistakeholder advocacy, it is recommended to ensure the representation of stakeholders from northern as well as southern governments, in addition to civil society and the private sector representatives.

Facilitating all the stakeholders and their interests is a challenge, which was successfully addressed by Hivos.

*Recommendation:* In future MSAs, this facilitation of both the partners and the processes should again be prioritized as this was perceived to be a vital role of Hivos and key contributor to the success of the MSA.

As the agreements and commitments of the international institutions are not legally binding, the outcomes of the program can only be truly sustainable if civil society and its allies continue to advocate for this and keep the pressure on the decision makers.

*Recommendation:* Hivos should pursue continued funding for the follow up of this work.

A learning point for the management of the program would be to have a clearer exit strategy for specific phases of the strategy.

*Recommendation:* Hivos should think about exit strategies for MSA work and communicate more timely with MSA allies about next steps and expectations around either terminating or continuing their engagement.

#### Roles and interests of the MSA partners

Hivos' facilitation of the BC and its members, as well as the processes, such as managing the knowledge documentation, was seen as very successful. On a more strategic level, it was also Hivos and ENERGIA who steered the BC away from the SE4All process and towards the SDG7 process, which has been a good decision and well executed, according to stakeholders.

*Recommendation:* The way Hivos has facilitated the BC was considered to be a best practice and as such, should be replicated where appropriate. Similarly, the strategic steering by Hivos and ENERGIA to utilize the newly arisen opportunity, should be taken as an example of good agile steering.

The strategic alignment with the Dutch MoFa, in terms of content and strategic direction, and division of roles, has been important for the program but especially for the MSA. Another key role of the Dutch MoFa has been to convene high level meetings with other governments.

*Recommendation:* In future programs, explore opportunities for similar collaboration.

The long-standing relationships between ENERGIA and the governments of Kenya and Nepal, as well as the relationship between the government of Kenya and Hivos, have been key for bringing them into the BC and, in the case of Kenya, the SDG TAG. Furthermore, ENERGIA's experience on the ground, together with that of Hivos and SNV, brought in the civil society perspective in the MSA (notably the TAG).

*Recommendation:* In future strategies, it is important to build on existing relationships and experiences on the ground.

It was important to have the Kenyan and Nepalese governments on board, to bring in southern perspectives, but to have Kenya as a champion country.

*Recommendation:* Where relevant, always try to bring in Southern government participation in MSAs.

The role and engagement of the private sector was the most challenging in the MSA.

*Recommendation:* For future MSAs, it could be explored further how companies could be engaged more strategically. This could be a challenge, as it will be difficult to meet their interests (tangible outcomes, practical projects) through policy processes.

# HOW THE MULTISTAKEHOLDER APPROACH HAS LED TO A GLOBAL ACTION PLAN FOR THE SDG7

## *By Rita Poppe*

### **Outcome:**

*For the first time, a multistakeholder Global Action Plan (GAP) for Decentralized Renewable Energy (DRE) was launched as a UN/SDG7 commitment, as a shared initiative by the Governments of Kenya, Germany and The Netherlands and Hivos, supported by the other Brooklyn Coalition members, and initial support given by IRENA, UNIDO and the World Bank. This happened during a meeting of the SDG7 Technical Advisory Group (TAG) in the margins of the 9th IRENA Assembly in Abu Dhabi, 14th of January 2019. This new GAP has as a priority achieving universal access through decentralized renewable energy in a multistakeholder way.*

I will tell the story of how the Global Action Plan about. By the end of 2017, we initiated the Brooklyn Coalition: a multistakeholder initiative representing civil society, the private sector, and governments from the global north and south. After we had established this coalition, an interesting opportunity arose: we were able to join the SDG7 Technical Advisory Group or TAG, which is a multistakeholder initiative that advises on the progress on the Sustainable Development Goal 7 – Which is to ensure access to affordable, reliable, sustainable and modern energy for all.

It was our ambition to have the members of the Brooklyn Coalition represented in the TAG. Due to the support of Hivos and ENERGIA, Kenya was invited to join this group. We tried the same for Nepal, however this was more difficult to realize. Selco and Schneider, our private sector members of the Brooklyn Coalition, are also linked to the Technical Advisory Group: especially Selco who is actively involved. But when at

a certain point, decisions had to be made on who would be the formal members, they were excluded from the formal group. In the end, Kenya, Germany, The Netherlands and Hivos became the formal members of the group.

What happened next is that in preparation of the High-Level Political Forum in 2018, the TAG was discussing the agenda and priorities. We agreed to develop policy briefs on several topics; one was about Decentralized Renewable Energy. This was drafted by Brooklyn Coalition members plus a few SDG7 TAG members. The process was led by Germany and with input from The Netherlands, Hivos and Kenya. Based on this Policy Brief, a summary was made, containing the priorities. As a result of the policy brief, this topic also became a priority in the summary. So that was a first step towards success.

During the HLPF we were involved in a number of events, some of which we organized ourselves and where we were a speaker. As such, we always followed the multistakeholder approach: always demonstrating the various perspectives, always with governments – including southern governments – and the private sector. We were always working closely with the government representatives of Kenya, Nepal and the Netherlands, as a co-host. This way, we were always able to demonstrate the mix of actors involved. Consequently, when the Actions Agenda was translated to a summary for the General Assembly, we proposed to lead on this in the SDG7 TAG, together with Kenya, The Netherlands and Germany. We started to think about how to translate this into action, and we organized a breakfast meeting at the HLPF to collect input for this.

In this whole process, we as civil society have sought input from other CSOs, for example the ACCESS coalition, Cafod and Practical Action. We wanted to give them the opportunity to contribute, as part of the multistakeholder approach. This process resulted in the Action Agenda, which was then approved by the whole group. After the High-Level Political Forum, the summary of this Action Agenda was approved by the General Assembly. As DRE had now become a priority in the Action Agenda it was also reflected in the summary – which was the next step towards the GAP.

The multistakeholder Global Action Plan for Decentralized Renewable Energy was then launched as a UN/SDG7 commitment. It was the joint initiative of the Governments of Kenya, Germany and The Netherlands and Hivos and supported by the other Brooklyn Coalition members. Initial support was given by IRENA, UNIDO and the World Bank – which was crucial.

Since then, we have been working on the implementation of this plan, focusing on finance as one of the first elements. For example, we are working with the World Bank and Selco and we're trying to get

other parties involved, to jointly analyze how energy is embedded in large programs of, for example, the World Bank - especially programs on 'energy for the last mile', which is off grid. We want to analyze whether the current financing and the tools are sufficient or whether they need to be altered. Due to our role in the TAG, we have the possibility to review proposals. In addition to this, we have been asked by KFW (the German development bank) to lead the process of the expert working group.

This process has been a split with the past – as normally, UN institutions are very restricted in who they work with. Sheila was already well known by actors within the UN institutions and Hivos has, over the years, also built up a certain credibility and relationships. This has opened the gates to the SDG7 TAG. Without our participation in the TAG, we would have never been able to achieve results like the Global Action Plan. Seeing people, talking to people and constantly making proposals is key to this work. It also requires a lot of commitment and patience. Sometimes things can suddenly move quickly, for example when the opportunities for clean cooking popped up. If you are prepared for such opportunities with the right information and the right network, this

## 4.3 INDONESIA: ADVOCACY THROUGH THE ENERGY-GENDER NEXUS APPROACH

### 4.3.1 Introduction

#### Context of the program

Indonesia is characterized by people's low access to modern forms of energy. About 35 million people or around 16% of Indonesia's population still lack access to electricity. Around 24.5 million or 40% of households, mainly in rural areas and outside Java, continue to depend on traditional biomass as their primary cooking energy, resulting in negative health impacts. There is a high discrepancy in access to electricity between urban (94%) and rural (66%) areas. Fossil fuels still dominate the energy sources. Indonesia currently subsidizes four fossil fuel products: gasoline, diesel, liquefied petroleum gas (PLG) and kerosene using a fixed price mechanism.

To address these electricity problems, the Government has put forward ambitious clean energy and electrification targets. However, they are not supported by sufficient capacity of the government and stakeholders to achieve them. The complexity of Indonesia's institutional landscape is the main source of its weak capacity. Specifically, issues of coordination and interaction among agencies, clarity of roles and responsibilities of these actors, transparency and accountability around policies and targets set weak monitoring and evaluation systems. Indonesia's weak governance also challenges and obstructs the country's conformity to the international energy agenda.

With regard to inclusivity, the gender and social dimensions of access to services, access to benefits, and exposure to risks and benefits, are being increasingly recognized as important elements to be considered for effective policy making and project design in Indonesia. Laws and regulations have also supported it. However, in practice these policies and regulations have not been implemented properly. This issue refers back to the capacity of the government institutions to translate laws into implementation.

#### Set up of the GIE program

The GIE partners have been working on both the local and the national level on joint lobby and advocacy, influencing key decision makers for more inclusive access to decentralized renewable energy (DRE) in policies and Programs at all levels. The long-term goal of the GIE program in Indonesia is that *"People's energy needs are met through renewable and inclusive energy systems that create economic opportunities while mitigating climate change."*

According to the TOC, the long-term institutional changes sought are related to:

- \* Changes at the level of people's access, control and active participation in development and decision making on inclusive decentralized renewable energy systems;
- \* Changes at the level of the private sector actors investments in promoting, developing and using decentralized renewable energy;
- \* Changes at the level of the Government of Indonesia, to implement faster development of inclusive renewable energy systems that create economic opportunities while mitigating climate change, through the active involvement of stakeholders.

The program has the following main intervention strategies (as defined in the TOC 2019):

- 1) *Capacity building of other CSOs, media, Government and among SPE partners*: this has focused mostly on technical knowledge around DRE, the gender- energy nexus, and to some extent on L&A.
- 2) *Direct lobby and advocacy*: This has focused on both local level decision makers and

various ministries, with most national level efforts going into engagement with the Ministry of Women Empowerment and Child Protection (MOWECP).

- 3) *Publications (research, modules, articles, etc.):* An important element of this is the publications on research undertaken in the model villages.
- 4) *Media engagement:* Notably the media fellowship and partners' individual engagement with the media.
- 5) *Networking with other CSOs (energy and other nexus organizations):* As a network facilitator and building allies.

For this case study we consider the partner ecosystem in the broad sense, and distinguish between two layers. The first peel is Hivos and the implementation partners:

- Koalisi Perempuan Indonesia (KPI) - women's rights movement
- Yayasan Lembaga Konsumen Indonesia (YLKI) - consumer rights organization
- Institute for Essential Services Reform (IESR) - think tank and public policy advocacy

The second peel consists of the allied NGOs and CSOs with which they have collaborated through the CSO platforms and networks to do joint lobby & advocacy, such as CoAction and WWF; and other allies that Hivos has made joined efforts with, such as METI (ally for joint advocacy) and Mongabay (ally for media scholarship).

### **Learning topic**

The Indonesia case study is centered around a learning topic. This means that the research has focused on the findings for this topic, in the context of the broader program. The only exception is the efficiency analysis, as this was part of the case study research for practical reasons, but applied to the whole country program. Any additional findings that came up during the case study research were used for the General Program Analysis.

The learning topic for the Indonesia case study is the energy-gender nexus. This learning topic was selected because it is very central to the program approach in Indonesia, but it is also a fairly recent development across the program, with countries like Nepal, Kenya and Tanzania, as well as the global program, adopting nexus strategies in their advocacy.

The learning topic was defined as follows: To what extent and in what ways did the inclusion of the gender nexus approach and the effects of working as a partner ecosystem, strengthen the lobby and advocacy efforts on green and inclusive energy?

The learning questions for the case study are formulated as follows:

- 1) *To what extent and in what ways has working as a gender nexus partner ecosystem strengthened the lobby and advocacy efforts on green and inclusive energy?"*
- 2) *To what extent and in what ways has the focus on gender nexus targets strengthened the lobby and advocacy efforts on green and inclusive energy?"*
- 3) *To what extent and in what ways has the gender-energy nexus messaging strengthened the lobby and advocacy efforts on green and inclusive energy?"*

### **Adjusted field visit methodology**

The case study research was designed as a field visit research, with interviews and workshops in Jakarta and Sumba. Due to the COVID-19 outbreak in early 2020, just after the evaluator arrived in Indonesia, she was not able to travel further in Indonesia to the research locations. The program and methodology then had to be redesigned in the midst of the case study research phase, to be executed at distance (but from the same time zone). The revised program was developed in collaboration between the evaluator and the Hivos GIE team.

The most important elements of the program to be revised were:

- Individual stakeholder interviews with internal and external stakeholders: now scheduled via video calls;
- A joint kick-off workshop with representatives of the four SPE partners: now separated into a shortened webinar and four separate interviews, one with the Hivos GIE team and one with each of the partners;
- A workshop in Sumba with Hivos staff, the Gender Focal Points and other stakeholders: now a webinar with co-facilitation between the evaluator and Hivos staff, followed up by an interview with Hivos and the GFPs;
- A sense making workshop, now also as a webinar.

The implications of having to do the research at distance were that:

- As Hivos staff themselves could also not go into the office anymore, the calls were often from many different locations with varying levels of internet;
- For some sessions, the real-time interpretation from Bahasa Indonesia into English over Skype and WhatsApp simultaneously was challenging;
- Some interviews could not go ahead, and as a result stakeholders (e.g. the Dutch Embassy) were missing from the data collection;
- As many people in Indonesia had to take care of children during office hours (due to the closing of schools) and their schedules were generally affected by the new situation, people's availability was reduced significantly - which also resulted in lesser time for sessions such as the Narrative Assessment;
- The joint learning element aspect was reduced as there was no face time together to work on e.g. joint learning objectives.

### 4.3.2 TOC & Outcome Analysis

#### TOC analysis

When comparing the 2017 TOC with the 2019 TOC, the following observations can be made: (I) The structure of the TOC changed, with more outcome areas and more details, but this is mostly a different way of presenting the same intervention and outcome logic; (II) The two most fundamental changes are that the 'consumer' oriented interventions were added to the activities level<sup>55</sup> and that engagement with the private sector became a long term institutional change; (III) Below the "intermediate outcomes", a layer of "immediate outcomes" was added; (IV) A layer with intervention strategies was added.

The long-term institutional changes and intermediate changes can be found in Annex 4-B. In the light of the learning topic, the section of the TOC that this case study will focus on is intermediate change D: The government has strategies and programs for implementing decentralized inclusive renewable energy systems that create economic opportunities while mitigating climate change and through active involvement of various stakeholders. Some of the other elements of the TOC and the corresponding outcomes have been analyzed in the GPA in chapter 3.

*This outcome was split out into the following sub-outcomes:*

- D1. The government of Indonesia has policy instruments, regulation, incentives and budget to support the development of an inclusive decentralized renewable energy system.
- D2. The government of Indonesia has implemented decentralized an inclusive renewable energy system that creates economic opportunities while mitigating climate change and through active involvement of various stakeholders.
- D3. The government of Indonesia has implemented gender mainstreaming in decentralized inclusive renewable energy system development.

Assumptions around the energy-gender nexus approach

---

<sup>55</sup> From: SEA document preparation for Kenya meeting (but could not find "consumer" in the 2019 English TOC version that was shared with the evaluators).

Although the energy-gender nexus is only directly reflected in D3, the underlying assumption (although not made explicit in the TOC) seems to be that gender mainstreaming and working with nexus partners and nexus targets, will have an impact on D1 and D2 as well, through the following mechanisms:

- It provides new entry points for lobby and advocacy, in a context where there is limited (and shrinking) civic space. It shifts the narrative from technical (and anti-fossil fuels) to economic development and women's rights.
- The results on the level of the model villages (gender mainstreaming in RE policies, gender sensitive budget allocation for RE in village budgets) are intended to function as a model<sup>56</sup> for wider spread change in multiple regions, and eventually for national system change.
- As the MOECP has demonstrated their interest in/ and support for the program, positive examples through the pilot village will be used by the ministry to lobby other ministries that are relevant for achieving the long term goals, such as the Ministry of Energy and Mineral Resources, the Ministry of Finance and the Ministry of Villages.

### Pathways in the TOC

Indonesia did not make many changes in their TOC on paper, but their actual intervention strategies changed quite a bit. They moved operations out of one area (due to termination of an MoU with the government) and into two different areas ( Central Java and Sumba), and they shifted the majority of their program interventions to the championing strategy around two model villages, which is not reflected as such in the TOC. Also, some intervention strategies in the TOC had much priority over others. For example, the work on joint public campaigning did not take place (only individual work by partners) and (directly) influencing national government actors on DRE systems received far less attention than the interventions aimed at local level L&A (for the development of champion villages), work on gender mainstreaming, and working with media. This can be explained through the logic of the champion strategy, as it takes time to develop models and champion solutions, before these can be picked up by others, either through local replication or through national level policies. In Indonesia the TOC was referred to as an important strategic tool for the program staff as well as the partners, but it was mostly used as a broad framework and not as a strategic pathway, because the outcomes were considered as far too ambitious to be achieved within just five years, considering the size of Indonesia (267 million people), the political climate (strong support for fossil fuels and the restricted civic space) and the limited staff capacity of the team. The majority of the actual interventions, therefore, were aimed at leveraging change through a championing strategy at the village and district level, and not directly at the level described in the TOC (system change at the national government level).

### **Outcome analysis of the Lobby & Advocacy**

The key question for this section is to what extent the harvested outcomes contribute to the intermediate and/or long-term institutional changes. For this section only the outcomes relevant for the learning question will be considered. A full overview of the harvested outcomes from 2018 and 2019 (where the list from 2019 has not been substantiated yet), that are relevant for the learning topic, can be found in Annex 4-B.

The section below gives an overview of to what extent the program has contributed to the intermediate outcomes from the TOC, based on the harvested outcomes and the evaluation findings.

### Intermediate Outcomes

*Intermediate Outcome F<sup>57</sup>: People, CSOs and media have understood energy issues, develop a strong network and have inline vision and mission for creating inclusive renewable energy systems.* The evaluation findings suggest that this has been achieved for the people (pilot village

---

<sup>56</sup> This is the concept of the champion strategy, as elaborated in Chapter 3.

<sup>57</sup> The letters for each outcome are based on the TOC letters. The order of the letters here follows the TOC order.

communities), CSOs (partners and allies) and media (notably through the media fellowship and the resulting articles) that have been engaged through the program. On the national level, an item around decentralized energy was broadcasted by Metro TV, one of the leading news channels in Indonesia, and with a specific item on Sumba and the Hivos program.

*Intermediate Outcome E. Hivos and SPE partners along with media and other CSOs create synergy, have clear and measurable advocacy agenda, consistently push the government and constructively contribute in asserting people's right to energy.*

The evaluation findings suggest that this has been achieved to some extent, notably with the SPE partners (capacity development) and media partners (media fellowship), and through public dialogues and fora, where a joint vision was shared. Real synergy in advocacy agendas, however, remained challenging.

*Intermediate Outcome D. Government has strategies and programs for implementing decentralized inclusive renewable energy systems that create economic opportunities while mitigating climate change and through active involvement of various stakeholders.*

This objective is on the level of the national government and, according to the GIE team, was considered too ambitious for the program scope and the five-year timeframe, working with partners that still need considerable capacity development on DRE. Nevertheless, the harvested outcomes from 2018 indicate a growing interest and commitment towards gender mainstreaming in DRE.

*Intermediate Outcome D1. The government of Indonesia has policy instruments, regulation, incentives and budget to support the development of an inclusive decentralized renewable energy system.*

The outcomes on the village and district level harvested in 2019 indicate progress towards this outcome on the local level. Contributions to national level government commitment to the development of a national inclusive DRE system have not been identified.

*Intermediate Outcome D2. The government of Indonesia has implemented decentralized inclusive renewable energy systems that create economic opportunities while mitigating climate change and through active involvement of various stakeholders.*

Overall, contributions by the national government to this outcome have remained limited (one biogas installation). However, the contribution of local governments (at the district and village level) the number are more significant, for example also for solar water pumping, solar lanterns for several houses, and livestock (to ensure the supply for biogas)

*Intermediate Outcome D3. Government of Indonesia has implemented gender mainstreaming in decentralized inclusive renewable energy system development.*

The outcomes harvested in 2018 indicate an increasing commitment from the KPPPA (MOECP) and BKF (Fiscal Policy Agency) to gender mainstreaming in RE. The evaluation could not find any evidence that other ministries (e.g. Ministry of Energy) has moved towards this objective. On the local level, outcomes from 2019 indicate that there is progress on scaling up the gender component of the village model. Notably the outcome of March 2019, where "the Regent of East Sumba has issued a Decree (SK) of the Regent on the village model of gender integration in the renewable energy sector in East Sumba."

#### Immediate outcomes

*Immediate outcome I. Hivos and SPE partners have qualified capacity in the decentralized inclusive renewable energy sector so they can run a campaign and popular education to people, CSOs and media.*

This outcome implicates that either the objective was that the partners would run a joint

public campaign, but this has not happened, or that the objective was to run individual public campaigns. The partners did undertake individual social media activities and the capacity building of partners on DRE in itself was achieved, and there was also intensive work with the media through a media fellowship.

*Immediate outcome H. Hivos and SPE partners have the capacity to do renewable energy advocacy with a clear and measurable agenda, have influence, wide knowledge, and actively participate in energy discourse in various levels of government.*

This capacity development was achieved, through training and cross-learning. The partners were able to put this in practice in their individual advocacy, more than in joint advocacy.

### **Capacity Development**

The capacity development of the Indonesia program was mostly aimed at:

- 1) Increasing knowledge on DRE (technical knowledge) and the energy-gender nexus;
- 2) increasing partners' L&A capacity.

According to the GIE team and partners, the capacity development of the partners has taken the first 2-3 years and this was more time than anticipated. As DRE is a complex issue, and the nexus partners KPI (gender) and YLKI (consumers) did not have an existing background in RE, it took a lot of time to get them to the level where they fully understood the relevance for their own work, and were able to take the issue and communicate this to their own audiences and lobby targets. IESR, who already had in-depth knowledge of DRE, had to wait for the other partners to catch up before they could jointly develop lobby and advocacy activities. Individual lobby and advocacy of the partners did move forward.

#### Capacity development outcomes

The outcomes of the capacity development in the light of the gender-energy nexus are:

- KPI, traditionally a coalition of women's rights CSOs, was strengthened in the field of DRE, and they have adjusted their strategic focus accordingly.
- YLKI, a consumers' organization, was also strengthened in the field of DRE, and not only have they adjusted their strategic focus accordingly, they also changed their practice from using regular electricity to using clean energy by installing 10 kWp rooftop solar on its building.
- IESR, a think tank on Renewable Energy, have strengthened their understanding of gender mainstreaming in energy.

In addition to increased capacity on content, they have also increased their capacity through cross-learning and learning on the job. From the reflections on capacity development, stakeholders emphasized that what they valued most was the cross-learning nature of the capacity development, as they felt it was most valuable to learn from experience and real challenges, successes and failures.

The relevance of the capacity development for the TOC is twofold: On one hand a strengthened CSO network on (inclusive) DRE is one of the intermediate outcomes (and also defined as a key strategy) in the TOC. On the other hand, working with the nexus CSOs as allies is expected to contribute to achieving the objective around creating synergy and having a "clear and measurable advocacy agenda", as well as to the objective around government strategies and programs on DRE.

### 4.3.3 Findings on learning topic

#### 1) The effects of working with gender nexus partners

The first sub question is "To what extent and in what ways has working as a (gender) nexus partner ecosystem strengthened the lobby and advocacy efforts on green and inclusive energy?"

According to the internal and external stakeholders interviewed, there were a number of key benefits and challenges of working through this partner ecosystem. Firstly, we will focus on the first peel (as explained in section 4.3.1): the partnership between Hivos and the three implementation partners.

#### *Strengths of the nexus partnership*

Both internal staff and partners agreed that working with a nexus partner on gender provides access to a broad constituency across multiple regions in the country, as KPI is a network organization with many sections across the country. This has helped Hivos to reach new and wider audiences with the messages around the importance of DRE for women. Also important was that as an INGO, Hivos is obliged by the Indonesian government to work through local partners. RE partners are usually more technical or policy oriented organizations and do not represent grass roots movements. Having KPI on board means the partnership can speak on behalf of women in communities and voice their needs. Similarly, having YLKI on board as representative of the consumer's rights movement, also broadens the constituency.

The access to these partners' constituencies also provides Hivos with the opportunity to engage citizens in advocacy directly and indirectly, contributing to citizen agency. On the local level, the program also helped community members to understand their own needs, and to build their confidence to spread knowledge and voice their interests.

Different stakeholders agreed that the advocacy power of Hivos on DRE was significantly strengthened by the fact that three other large partners were now also voicing the message of inclusive DRE. Through the partnership, both nexus partner organizations realized the relevance of DRE for their own programs, as a result of which DRE became more of an internal priority for both organizations. This is likely to contribute to ongoing advocacy by these organizations on DRE in the future. Another added value for the program was that partners were able to see the issues from another perspective, and were able to learn from each other's successes and challenges.

What was also a benefit of the partnership is that they could play different roles on the insider-outsider spectrum. As one partner explained it: *"On the spectrum of the insider-outsider strategy, Hivos has positioned itself as an insider. This seems to be a good choice in Indonesia, as attacking fossil fuel would create a lot of resistance and would close the gates for the collaboration with the ministry and on the local level."* Another partner added: *"We each have different roles. KPI is more revolutionary and speaks out against the government. IESR and YLKI are the insider, and Hivos has to play the insider role mandatorily, as they have to adhere to regulations as an INGO. But we have been playing the strategy, and it works."*

#### *Strengths of the broader partner ecosystem*

In recent years, most NGOs and CSOs used to work more in silos on DRE related topics. Hivos played an important role in bringing different organizations together to work more effectively. Hivos facilitated several platforms, bringing together organizations that do DRE related field work and those who do L&A and who jointly advocated for inclusive DRE in the energy bill.

This was perceived as an important outcome of the NGO facilitation. The network contributed to more advocacy power.

According to allied CSOs, Hivos helped open the gates to access RE policy makers and to larger CSO networks and CSOs outside the (usual) RE network, e.g. CSOs working on gender and consumers issues, but also access to global structures such as the Green Climate Fund.

### *Challenges of the nexus partnership*

The most important challenge that was mentioned by all partners and in the mid term evaluation workshop report, was that the partners did not succeed in developing a joint advocacy strategy, or ways of working as a coalition. They didn't identify one joint advocacy target or policy ask. As a result of this (and also of the personnel gaps), it was challenging to develop a joint communications strategy. The latter was finalized by the end of 2019.

According to interviewees, these were the most important factors hampering the development of a joint advocacy strategy:

- In the design phase, it was not made explicit what the expectations of the partnership were. Partners were under the impression that the idea of the partnership was to work jointly on one advocacy strategy, for example in the form of a coalition, but this process was not facilitated or formalized - and as such it remained unclear;
- Partners were not clear on leadership. They expected Hivos to be more of a coalition leader with strategic guidance, but the emphasis was more on capacity building and practical implementation;
- The *internal communication* was also not always clear, and not very frequent;
- It took 2-3 years to go through the capacity development phase, and mid 2019 it was reported that "the activities of each institution have not been synergized with each other", "that SP GIE members have not formed a coalition", and that "attempts have been made several times by several members but it is still at the exploratory stage, still in the stage of trying to get to know other organizations' programs in the partnership network." The capacity building needs were heavily underestimated. This can probably be (partially) explained through the process of capacity assessment. The current Advocacy Lead was not involved in this and there was limited data on this;
- The *selection of partners* also played a role in a different sense: large and established partners are more inclined to push their own agendas and promote their own brand, rather than push for joint lobby events. Some felt that working under one (new joint) campaign brand could have helped overcome this - but this was rejected by Hivos' global office;
- The joint communication strategy was hampered by the personnel gap: the Hivos Comms position had a very high turnover (4 persons in 4 years time). This was explained mostly by the perceived low time percentage for GIE in relation to the high expectations of GIE and competing responsibilities;
- There was *no clear accountability structure*. Even though the MoUs with Hivos specify the contribution of each partner to (parts of) the TOC, the interviewed partners themselves were not always clear on what each partner would be held accountable for or how they would be mutually accountable for joint advocacy interventions as a partnership.

As a result, it was difficult to develop joint statements, such as a policy paper, or to implement joint activities. What was also a hampering factor, was that partners indicated that they don't feel comfortable presenting themselves as one entity (the SP-Energy). At the same time, Hivos also prefers to put the partners forward (and not mention themselves), as they don't want to be seen to be dominating (as an INGO and funder). As one partner put it: *"Whenever we talk to decision makers, we always have to explain again that we come as a partnership. We are not seen as such, but more as friends with the same message. This doesn't make a good*

*impression. If we want to make it last - we need to be seen as one." From Hivos' perspective, this is a challenge that can't be overcome, as the legal status of an INGO in Indonesia poses limitations on the ways of working. While the partners acknowledged these challenges and limitations, their stories also suggest that they feel there would be opportunities and benefits to present themselves (possibly with Hivos more in the background) more as one voice. Outsiders voiced similar observations.*

The joint campaign that was initially foreseen, also never materialized. There were, however, lobby and communication activities by the individual partners that were aligned with the program goals. In the local program activities there was collaboration between partners.

### **Findings on capacity development of partners**

The program was successful in the capacity development of the nexus partners on technical DRE and (also IESR) on the gender-energy nexus. External stakeholders confirmed that the success of the capacity development was very important for the nexus partnership and its outcomes.

The key challenge was that it wasn't taken into account how long it would take. Hivos overestimated the starting capacity of the partners. Initially, they used the 5C model for partners and themselves but gradually developed other mechanisms. Over the course of the program, the self assessment scores were decreasing, but this can be explained by a better understanding of the partners of what capacities are needed, and therefore a more realistic self scoring over time (even though capacities will, most likely, have in fact improved).

What was observed by both internal (partner) and external stakeholders, was that the capacity was heavy on technical RE and the energy-gender nexus, but light on L&A skills, such as strategy development (e.g. through problem-, context- and power analysis), development and implementation of (joint) tactics (e.g. a public campaign), or how to implement advocacy as a coalition. Especially the capacity to strategize and advocate on the national level would have benefitted from more strengthening.

### **2) The effects of working on nexus targets**

*To what extent and in what ways has the focus on gender nexus targets strengthened the lobby and advocacy efforts on green and inclusive energy?*

#### **Strengths of working on nexus targets**

The key strength of energy-gender nexus advocacy is that it has created entry points to advocate on DRE. Traditionally, the DRE advocacy would target Ministry of Energy and Mineral Resources (MEMR) directly, but this can be difficult, as there is often little space for influencing, especially as civic space is under pressure and in this domain the competition with the fossil fuel industry also diminishes the potential influence of civil society advocacy. Mobilizing other actors, such as the MWECP and local governments, to advocate internally for greener and more inclusive decentralized energy, can help to influence the MWECP, and other ministries. One example of how this happened is when the MWECP invited other ministries to the communication forum on gender and energy.

Generally speaking, engaging with nexus targets in Indonesia means advocating in spaces where there is already political support and low resistance: economic development of remote and off the grid areas and women's economic empowerment.

Champion strategy: potential

Another key strength in this case study, is the potential of the nexus approach for the champion strategy. This strategy, which is also elaborated in section 3.2.3, means that concrete examples of GIE solutions are developed, in collaboration with local communities and local governments, to generate evidence, models and narratives to be used for advocacy to obtain higher level objectives. In this case study, model villages were developed in Sumba and Central Java, where Hivos and GIE partners worked with the communities to integrate gender mainstreaming in their DRE projects and budgets, but also to increase the village budget earmarking for, and investments in DRE - through engaging communities on the advantages for women's empowerment. Whilst not framed as such by the Indonesia team, and not made explicit in the TOC, the champion strategy was very central to the GIE program in Indonesia. The evaluation found evidence that the model had upscaling potential at the District level, for example through the support of the Regent of the East Sumba District.

### *Challenges of working on nexus targets*

A risk of working via nexus targets, can be that the focus of the advocacy shifts more towards the nexus topic and away from the other DRE objectives. In this case, a lot of energy went into the TOC objective D3 ("Government of Indonesia has implemented gender mainstreaming in decentralized inclusive renewable energy system development.") and to a much lesser extent to the objectives around "faster implementation of DRE systems" (C and D2) and "policy instrument, regulations, incentives and budget to support the development of inclusive decentralized renewable energy systems" (D1). Although there has been work on the latter two objectives, mostly on the local level, the link with these advocacy objectives on the national level has been limited. For example, interviewees mentioned that there has been little or no engagement with other ministries who play a key role in these latter advocacy objectives, such as the MEMR itself, but also the Ministry of Villages, who allocates the village budgets that can be earmarked for DRE, or the Ministry of Finance, who plays a role in national DRE budgets.

### Champion strategy: limitations

Related to this, some interviewees were concerned about the scalability of the nexus-championing strategy. It was mentioned that there is no link to (replication to) a larger regional model, beyond one district, as the budgetary and legislative infrastructure for this is lacking. The key assumption around the scalability however, according to the GIE team, is that the Ministry of Women's Empowerment (MWECP) will lobby other Ministries for improved policies on inclusive DRE, based on the successes of the model villages. However, it was challenging to find evidence for this. Firstly, because no Ministry staff (MWECP, MEMR, or other) was interviewed, and secondly because any other evidence is limited. None of the internal and external stakeholders interviewed could provide concrete examples of evidence of how the model villages have led to, or will lead to, changes on the national level in terms of e.g. policies, investments or agenda setting, except that in the first meeting of the Advocacy Lead with the MECP in 2017, they made a commitment to lobby the other ministries.

However, both internal and external interviewees did believe in the potential of this strategy. They felt that the concept was valid, and it may work, but it requires some more time to materialize. Also, stronger integration in the TOC (clear linkages with other intervention areas, such as the (joint) advocacy on the different levels and the communication and (social) media strategy) could help to increase the likelihood of the champion strategy playing out. For example, by ensuring that all the right actors (allies) are promoting the success stories, and that all the right audiences (selected public and decision makers) are presented with the success stories through the right channels.

### 3) The effects of communicating the nexus message

*To what extent and in what ways has the gender-energy nexus messaging strengthened the lobby and advocacy efforts on green and inclusive energy?*

#### **Strengths of gender nexus messaging**

According to various stakeholders, the gender-energy nexus message has been pivotal to popularize the topic of DRE. Interviewees stated that, where RE is often seen as a technical and complicated topic that has little relevance for the average citizen, the gender angle helps to explain to the public, the media and decision makers, why and how DRE is relevant and important for improving people's lives, as women directly benefit from DRE through household electricity, cleaner health environments and more time for economic activities through improved cook stoves and electricity for small businesses that help their communities thrive. Even though DRE has relevance for the entire community, interviewees felt that the gender narrative is one of the critical success factors of the program. This can (in part) be explained on one hand by the fact that gender inequality is still relatively high in Indonesia (especially in rural areas), and on the other hand, women's empowerment is a cause that most people are supporting. The gender nexus narrative is also relevant because women play a key role in household energy planning.

As a village chief mentioned: *"The program created a major change in the livelihood of the villagers. Previously, women were seen as second class citizens. They were not participating in village decision making processes. But now they know how to play their role. After the workshops, women are now able to do proper household energy planning."*

The most important strategic intervention in this regard was the media fellowship. As one external stakeholder put it: *"The media fellowship was an important strategy to disseminate this message, bringing real stories and images from the model village to a wider audience."* The partners also had their individual media work, disseminating the energy-gender (end-consumer) narrative to their own audiences. For KPI, the energy-gender nexus also gave them an interesting story to tell their constituency. Especially YLKI did well with the media, working with local radio and Jakarta radio.

The gender-energy message also plays a central part in the success potential of the champion strategy, as it is easier to popularize DRE successes of the model villages if these can be communicated in terms of how they affect women's lives and their communities, rather than just in energy terms.

#### **Challenges of gender nexus messaging**

There were no downsides of the gender energy nexus messaging reported as such. There were, however, a few challenges with the communication strategy around the gender energy message, and the dissemination of the message.

There was a delay in the development of the joint communications strategy, which was finalized by the end of 2019 (as explained above). The agreed joint communication activities until that date were not well aligned or not executed (as planned), and it was felt that this was mostly due to a lack of ownership and commitment to the joint goals - which can be explained by the lack of a joint advocacy strategy and the lack of accountability structure (as explained above).

Furthermore, there were challenges in translation of the technical data resulting from the village pilot, to compelling stories for lobby and for public engagement purposes. The

partners were said to lack this type of capacity, and Hivos' position of communications officer was vacant for most of the program period.

#### **4.3.4 Conclusions and learnings**

##### **TOC and outcome analysis**

The program has achieved many results in the area of bringing together civil society actors both through the establishment of the nexus partnership with three partners working on Renewable Energy, Women's Rights and Consumer Rights, as well as facilitating a broader CSO network advocating for GIE. On the national level, important engagement with various Ministries in the early stages of the program led to a growing interest, notably of the Ministry of Women Empowerment and Child Protection, in the model villages. In the later stages the work on the model villages in Sumba and Central Java has played a central role in the program, as these models are central to the idea of the champion strategy. The TOC does not depict this intervention logic and its underlying assumptions. Nevertheless, the assumptions around the uptake of the solutions to more geographies (districts) and the national level are an important element of the strategy.

Another key observation on the TOC and outcomes was that the TOC is formulated on a higher and more longer-term level than the actual program. As the objectives are too ambitious to achieve in the socio-political context of Indonesia, with a limited budget and partners who, in the first years of the program, still required significant capacity development on RE and also seem to have difficulty working together and agreeing on joint strategies.

Recommendation: In future programs, it is advised to make the champion strategy more explicit in the TOC, so that it clearer how the local level work relates to the national level work, and how the different strategic interventions (on the various levels and with the relevant stakeholders) will contribute to scale up or systems change. This will also clarify the time frame that is required for the consecutive steps and help set more realistic objectives. Furthermore, it is recommended to make it explicit in the TOC which outcome levels are seen as achievable within the program's timeframe and which ones are more on the level of a long-term vision.

##### **Conclusions and learnings on the nexus partnership**

###### ***Strengths of the nexus partnership***

The nexus partnership broadened Hivos' audiences to women's groups and consumer organizations, increased representation across the country and geographical spread of constituencies; increased credibility and legitimacy, also towards the government of Indonesia; opened up new advocacy pathway opportunities with different targets and allies, contributed to Citizen Agency; contributed to sustainability as it puts DRE on the internal agendas of the partners; increased advocacy power; and stimulated cross-learning. Working in a broader partner ecosystem with CSO allies contributed to increased advocacy power. The program also gave access to advocacy targets for other CSOs.

###### ***Challenges of the nexus partnership***

There was no (explicit) joint advocacy strategy, joint target and policy ask. The joint communication strategy was finalized end of 2019; There was a lack of clarity around expectations of the partnership: whether the partners were supposed to work as a coalition with one joint public advocacy strategy and campaign (this was a prevalent expectation), or work as allies with an emphasis of the program on capacity development and some strategic alignment as allies (this was the reality); and partners were strong in maintaining their own brands which stood in the way of joint advocacy.

### **Findings on capacity development of partners**

The capacity development of partners on technical DRE and on the gender-energy nexus was successful, but took much more time than anticipated; The capacity development was much less heavy on L&A, but this would have also been important - especially around L&A on the national level. There was no capacity development on joint advocacy and coalition building.

#### *Recommendations for the nexus partnership:*

- When civic space is limited, working with nexus partners can help to open up spaces and to work with more willing advocacy targets and different allies, and as such this approach should be continued where appropriate.
- When working with nexus partners, it is recommended to make a thorough analysis of the expanded constituencies so that a joint communication strategy can be developed to take advantage of the new extended audiences.
- The increased advocacy power can be strengthened even more through either working as a coalition (with coalition structures and accountability mechanisms) or some other form of alliance. Important elements are role clarity, clear leadership, clear internal communication, and management of expectations.
- In the program design phase, it is good to ask the question: do the partners match the objectives? If Hivos wants to build a coalition to achieve ambitious goals with, it could make more sense to do this with partners that are already more aligned and capacitated. If the priority is to build a network of strong allies including nexus organizations, and capacity building is the focus for the first years, then it makes sense to adapt the TOC accordingly, with less ambitious L&A objectives;
- In the capacity development plan, it could be considered to also include (I) more strategic L&A skills, such as joint stakeholder- and power analysis to identify joint advocacy targets and policy asks (II) skills for how to design a joint communications strategy including messaging around champions with relevant constituencies and (III) coalition building and how to advocate as a coalition.
- Related to the latter, it is also recommended to include 'joint advocacy capacity' in the capacity assessment model, as joint advocacy requires certain capacities from the individual partners individually, but the partnership as a whole also needs to possess a totality of capacities for effective L&A.

### **Conclusions and learnings on the nexus advocacy**

#### *Strengths of working on nexus targets*

Working on the energy gender nexus provided the partnership with access to other ministries beyond MEMR and MoF, with MWECP as an entry point and ally to maneuver within a shrinking civic space. The nexus advocacy also created more opportunities for the champion strategy, as there was broad support for the energy-gender nexus approach on the village and district level.

#### *Challenges of working on nexus targets*

One risk of the energy-gender nexus advocacy is that at times, the gender and the DRE objectives can also be competing. Where on one hand the nexus approach can increase the space for DRE advocacy, it can also compete. Advocacy strategies can contribute to both gender mainstreaming and e.g. more DRE investments, but usually there is usually one strategic priority.

Another challenge was that the advocacy work has been taking place mostly in silos, and not around one shared advocacy objective. This was difficult because, among other reasons as explained above, the partners (especially the nexus partners) had such different agendas.

### **Recommendations for nexus advocacy:**

- Hivos should elaborate the championing strategy more, to include different Ministries and other gender nexus stakeholders, including policy makers/ decision makers. This could help the partners buy in to the joint advocacy strategy.
- It is recommended to undertake a thorough stakeholder analysis and power analysis, together with the partners, and from the perspective of the champion strategy in the different stages (from developing the model to the promotion for scale up or policy change).
- It is recommended to align the capacity development with the above point.
- Advocating on a topic that the government is already more behind (in this case, through working with the MOWECP), was an effective strategy and should in the future be taken as a best practice example.

### **Conclusions and learnings on the champion strategy**

#### **Strengths of the champion strategy**

The champion around the model villages is perceived to have good strategic potential. It can provide important evidence for lobbying: it proved that the model can work, and generated data to demonstrate the benefits. It also has the potential to provide good content for storytelling, messaging, and images for (social) media. The champion strategy has worked in the sense that on the district level, there has been commitment for a scale up.

#### **Challenges**

In practice, the scale up from village level to districts and regional level was clear, as this was already happening at the time of the evaluation. It was less clear (from the TOC or verbal strategic information from Hivos and partners) how exactly the model would contribute to changes at the national level. There were assumptions about how the model would be “ammunition” for lobby, but there was no pathway of interventions. The champion strategy was not embedded in a communication and media strategy.

#### *for the champion strategy*

- As said, the champion strategy through the model villages is believed to have great potential but will require more time to materialize into higher level outcomes, or larger scale replication. In the future, this should be factored into the program design.
- It is recommended to design future similar strategies in a way that the model village interventions are (more explicitly) strategically aligned with other advocacy interventions, such as national level advocacy, and/or a regional scale up model or plan.
- It is recommended to develop an advocacy narrative around the champions, either as local best practices (successes) to inspire others, and/or with the purpose to demonstrate solutions. As was observed in the learning webinar of 19th June, each would require a different strategy and narrative.
- The champion strategy should also be reflected in the (social and news) media strategy, to reach local, regional, and/or national target audiences (both aimed at public awareness/ public support and decision makers).
- Embedding the champion strategy in the TOC will help to make these interlinkages and will help to increase the likelihood of the champion strategy playing out successfully.

### **Conclusions and learnings on gender-energy nexus messaging**

#### **Strengths of energy-gender nexus messaging**

The nexus approach, according to stakeholders, has created opportunities to design a compelling advocacy message, and popularize the sometimes more technical topic of DRE.

It helps to explain to the public, the media and decision makers, why and how DRE is relevant and important for improving people's lives. The media fellowship was an important strategy to disseminate this message, bringing real stories and images from the model villages, as well as other stories on gender and energy, to a wider audience. What also helped is that there is no resistance to the nexus topic. There is general consensus that DRE for women's empowerment is important and good.

### *Challenges of gender nexus messaging*

Delay in the development of the joint communications strategy hampered effective joint communication between GIE partners. This difficult process also led to a lack of ownership and commitment to the communication goals from the side of the partners. Getting the message around the model village out to target audiences was challenging because even though the partners communicated around the successes, there were challenges translating the (technical) results into a compelling story for (social) media.

### *Recommendations for gender-energy nexus messaging*

- In future partnership work on advocacy, it could be worthwhile investigating the underlying causes of the lack of commitment and ownership of the joint communication work a little deeper.
- Related to this, it would be good to understand better why the partners had so much difficulty agreeing on a joint strategy. The high turnover of Hivos comms staff was mentioned as one explanation, and the commitment of the partners to their own agendas was mentioned as another, but there are probably more explanations.

# INDONESIA: ABOUT WORKING IN AN ENERGY-GENDER NEXUS PARTNERSHIP

*By Imelda Henriette and Gita Meidita*

This is our story of the two things that I have learnt from working on this program. One is about the partners and one is about the policy making process. To start with the partners: this selection was a given when I joined Hivos. At first it was a challenge because I realized that the three partners each had different capacities, a different understanding and also a different brand. They are big organizations and they have their own agenda. This makes it difficult to steer everyone in the same direction - they have their own perspectives.

Bringing them together and developing one Theory of Change with one objective on renewable energy was very difficult. But what I learnt along the way was that the more we communicated with each other, whether it was about the substance or about other topics, the easier it became to work together. We started to understand each other. What was also critical is that we started working in one geography, which was Central Java. Before this, our work was spread across the country. In early 2018 we finally agreed to work together. We all recognized each other's niche, and we learned how we could benefit from this to complement each partner's portfolio.

What I think is very interesting about this partnership, is that each partner has their own audience. Especially KPI and YLKI have massive audiences. KPI has its women's groups, consisting of around thirty individuals, and YLKI has consumer groups. Their influence is substantial. As they learnt from each other, they started to understand how to repackage the renewable energy issue to their own audiences. Especially KPI is quite successful in educating and training women's groups on clean energy, and on

how to advocate to the village head to allocate the village fund to renewable energy.

There are concrete examples of the impact this has had on women's lives, where they now have access to renewable energy on the ground, for example in Central Java where they now have access to clean cooking and electricity. This provides us with the evidence that this really has an impact on women's lives, it goes beyond the theory.

We worked through two pilots, each with a different approach. The pilot in Central Java started from the women's groups, and we started to advocate together for village fund allocation to renewable energy. In Sumba, we started from the central government, the Ministry of Women's Empowerment and the village head, it was a little more top-down.

The thought behind the pilots is that we can use this as input for national and national advocacy. It also helps us to introduce the concept to the media. The intermediate outcomes in the Theory of Change are very general and pragmatic, because we will not reach this level in just five, or even ten years. Indonesia is very big. These pilots are aimed at contributing to the outcome around funding for gender responsive RE facilities, and the basis for evidence-based advocacy.

The Ministry of Women's Empowerment has invested in renewable energy for the first time, through this village pilot. This is a good start because it demonstrates that a non-energy ministry recognizes the importance of RE for women. Another positive development is that the local government in Sumba

learn from the nexus partnership and the advocacy strategy. For example, if we find funding for continuation of this work, we will need to develop a clearer joint strategy and a joint message from the start. However, this is a challenge because the partners have their own interests and they want to promote their own brand.

It's not really clear what the main purpose of this program is: capacity building or joint advocacy. It seems to me that this partnership was primarily about capacity development. I'm not sure if I would choose

these partners to work in an advocacy coalition. It would be easier to work with like-minded organizations who already know where we are going and what policies we want to change. Nevertheless, the capacity development of these organizations has been very important and useful. Many non-energy NGOs and CSOs are misinterpreting renewable energy, because they lack the understanding, and this doesn't help the advocacy. And it's also beyond doubt that for gaining influence, nexus work is very effective. If the message comes from other strong partners and from different angles, it has more impact.

## 4.4 MALAWI: THE CONTRIBUTION OF GIE INTERVENTIONS ON REPORTING TO GREEN AND INCLUSIVE POLICIES

### 4.4.1 Introduction

The vast majority of Malawi's total energy supply is biomass (89%), most of which is unsustainably sourced resulting in widespread deforestation. The electricity provision remains unreliable and accounts for only 3% of energy used in the country, while over 90% of people are not connected to the national electricity grid<sup>58</sup>. Other sources<sup>59</sup> put the electricity connection rate at 11% of the population and 4% rural. The lack of (clean) electricity is particularly felt by women and youth living in rural and remote areas, with negative effects on health, education and living standards. But also in urban areas, people increasingly feel the negative effects of the weak electricity provision.

The attention for Renewable Energy (RE) is rapidly growing in the country (also at policy level) in view of the current situation with huge electricity challenges and the widespread use of fossil fuels. Numerous organizations are working on energy related issues at the local and national levels, and in some cases with support from international NGOs and donor agencies.

According to the interviewees, the civic space appears to be adequate in the country, and as a representative from the Ministry of Energy observes: *"Malawi is a democratic society and to a larger extent civil society players are allowed to exercise their rights. They are free to conduct consultations and bring their informed positions to the table for the government to appreciate"*.

The GIE program in Malawi is carried out by Community Energy Malawi (CEM) based in Lilongwe, Malawi Health Equity Network (MHEN) based in Lilongwe, National Association of Business Women (NABW) based in Lilongwe, Renewable Malawi (RENAMA) based in Blantyre, and Youth Net & Counselling (YONECO) based in Zomba in close collaboration with the Hivos Southern Africa office in Harare, Zimbabwe. YONECO is perceived as the main media GIE partner but all partners realize important communication and media interventions in the context of the GIE program. Other than being a media house, YONECO FM was selected because of its strong linkages with the youths. Moreover, YONECO is a partner in the Open Contracting program of CAC.

The GIE partners have been working on local and national level to influence key decision makers and public opinion on the need for more renewable energy (RE) in policies and programs at all levels. The long-term goal of the GIE program is to *"meet People's energy needs in Malawi through green and inclusive energy systems that create economic opportunities for all while mitigating climate change"*. According to the TOC, the long-term institutional changes sought are related to:

- Changes at the level of the Government of Malawi (to create more space for CSOs, to mainstream GIE in policies, to support private sector engagement on GIE, and to enhance investment and financing for GIE);
- Changes at the level of CSOs (to strengthen capacity to advocate and to influence the political GIE agenda, to strengthen networking among CSOs and with private sector stakeholders to promote GIE).

The most important intervention strategy to achieve these changes was the work done by the GIE partners on communication and the media. The main interventions were:

- *Community mobilization and engagement* to raise awareness on GIE issues via national (and international) radio programs, social media activities (FB, Instagram, WhatsApp), road

---

<sup>58</sup> Malawi Renewable Energy Strategy, March 2017.

<sup>59</sup> The Population and Housing Census Report (2018).

shows, etc. Particularly to engage with young people.

- *Public advocacy and engagement* with citizens and policy makers via breakfast meetings, presentation of recommendations, and publication of policy briefs on GIE issues.
- *Media engagement and support* to train journalists and editors of print and broadcast media on GIE issues.

### **Learning topic and questions**

This case study focuses on the results of GIE's communication and media work as this was an element of the advocacy strategy in which substantial investments were made and through which very interesting results have been achieved. The harvested outcomes on this topic relate to publications or media outings, but little has been reported on *how* these outcomes result or interact with agenda, policy or practice related outcomes of the GIE program.

The main learning question was formulated as follows: *To what extent have GIE interventions on reporting (print and broadcast) contributed to changes in: a) relevant (energy) policies and b) attitudes of relevant decision makers at local and national level in Malawi?*

Specific questions were formulated in collaboration with the Regional Communications Officer of the Hivos Southern Africa office as below:

- 1) What were the main reasons for the GIE program to focus on reporting (print and broadcast) in Malawi?
- 2) What has been done by the program in terms of capacity development of partners on reporting?
- 3) To what extent have the program's interventions on reporting contributed to: a) Strengthening the advocacy towards local and national level decision makers?, b) Putting GIE on the agenda of local and national level decision makers?, c) Changing attitudes and perceptions of local and national level decision makers?, d) Changing relevant policies at local and national level?, and e) Enhancing civic space and citizen agency?
- 4) To what extent did the program's interventions on print and broadcast link to the other lobby & advocacy interventions?
- 5) What were the main lessons learned?

### **Adjusted field visit methodology**

Due to the Corona Virus crisis the planned field visit to Malawi during the period 15 - 20th of March was cancelled, and an alternative program was developed in close cooperation with the regional GIE Program Manager. The most important elements of the program were a joint kick-off workshop with representatives of all GIE Malawi partners, and several Skype / WhatsApp interviews with individual GIE partners and external stakeholders (see the list in attachment A).

Because of the uncertainty, and the fact that people were getting pulled away by political and Corona crisis developments, it proved to be very difficult to get in touch with all the stakeholders identified. Added to that were the difficulties with the internet and telephone connections (long power cuts, and bad internet in Malawi even at the best of times, and even in well serviced offices like the Hivos office). To be able to obtain at least some information and feedback, several external stakeholders, GIE staff and partners were mailed with some key questions and asked to share their insights and observations. Unfortunately, only a few stakeholders did respond. The draft case study report was shared with GIE staff and partners to obtain their feedback. As a consequence, not all information could be gathered from the different types of stakeholders (private sector, public sector (ministries and parliament), civil society) and this makes validation and triangulation of the findings more difficult. The Corona crisis situation also reduced the level of joint analysis of the learning questions.

## 4.4.2 TOC and Outcome Analysis

### TOC analysis

The generic GIE program TOC was adjusted to the context of Malawi and is composed of three thematic pillars: 1) Enhancing the capacity and number of players in GIE, 2) Lobbying and advocacy (L&A) and 3) Networking. Communication and media outcomes and interventions are integrated into the three thematic areas, expecting to contribute to achieving the long term institutional changes at the level of the Government of Malawi and Malawian CSOs (see 4.4.1).

Particularly, the work on reporting (print and broadcast) was identified as an important strategy because issues on RE in Malawi were not adequately and critically discussed in the public domain. Media has an important role to play to set the agenda and influence communities to demand green and clean energy. Via the media, a high number of audiences can be reached in the country in both urban and rural areas. The main targets were the Government of Malawi (at national and local level) and the general public, particularly women and young people. Young people were mostly targeted via social media. The assumption was that by creating more awareness at the level of the general public on the need for RE, there would be an increased citizen agency capable of influencing people to demand for RE services and products. Together with direct pressure (non-confrontational) on key policy makers and decision makers, this would have generated a positive effect on RE governmental policies and practices. Apart from national level interventions on communication and the media, also work was done at district level. At district level, it was assumed that since the district is a Local Government where they come up with multi year District Development Plans, influencing the inclusion of RE in such plans could have a lasting effect.

### *TOC adjustments related to communications and media*

During the program period the TOC was slightly adjusted, also regarding the work on communication and media, to better articulate the strategies to the identified needs. Examples are the need to establish gender / energy networks to facilitate gender mainstreaming in the energy sector, the need for activities targeting decentralized structures at district down to village level, and the need to emphasize the involvement of women and youth groups in RE.

Also some *assumptions* in relation to communications and the media were adjusted<sup>60</sup> to allow for the need to first raise awareness and education on GIE issues at grassroots level before strategic networking and alliance building could take place. Also a new assumption was added regarding the religious and cultural beliefs which are affecting the uptake of GIE.

### Outcome analysis

According to interviewees, the most important **long term outcomes** of the GIE program interventions at the level of the Government in Malawi where communications and media work were perceived to have an important contribution was the development, adoption and launch<sup>61</sup> of the National Energy Policy and associated instruments like the Malawi Sustainable Energy Investment Study Report with inclusion of renewable energy and GESI indicators. Some interviewees also mentioned that the interventions contributed to the Government's policy direction to decentralize the Department of Energy, and the adoption of the VAT waver for solar energy products by the Government of Malawi.

At the level of Malawian CSOs most long term institutional changes were achieved, notably, the increased space for CSOs to contribute to GIE policy formulation, budgeting and implementation, the strengthened positioning and active involvement of GIE partners in the

---

<sup>60</sup> See: Preparation document for the GIE program Kenya meeting, 2017.

<sup>61</sup> In November 2019.

field of GIE policy debates and processes; and the strengthened influencing capacity of GIE partners and allies, nexus partners (health, gender, education, agriculture, youth, entrepreneurship). Only GIE's contribution to forming influential networks with private sector stakeholders seems to be less clear.

The following outcomes<sup>62</sup> were achieved thanks to the improved reporting by the media on GIE at the **intermediary level**, across the three thematic strands of the TOC:

- Huge increase in the number of people accessing the mphamvu-now online learning platform and social media platforms created to disseminate GIE educational information<sup>63</sup>;
- Media increasingly report on GIE, the role of stakeholders and accountability;
- Significant increase in the number of both radio journalists and radio stations discussing GIE issues through live and recorded radio programs<sup>64</sup>;
- The increased level of awareness amongst the general public on the need for RE and the interlinkages with health, education, environment, climate, etc.;
- The enhanced involvement of particularly youth in GIE issues;
- The GIE partners / CSOs are accepted as legitimate and credible voices in the energy debate;
- Women's voice amplified in the call on political leaders to include energy in their manifestos (in 2018 the first Women's Assembly was held in Malawi which produced a "Women's Manifesto" that was used to lobby major presidential candidates in the 2019 Tripartite Election). There was print and electronic media coverage on the subject;
- A coalition of CSO's (of which some were engaged by GIE partners) under the "youth decide campaign" drafted the Youth Manifesto<sup>65</sup> containing key demands on Energy. All major political parties adopted and signed the youth manifesto and adopted the provisions on energy into their own party manifestos and election campaign in the run up to Malawi's General election that took place in May 2019;
- The production of animation videos on RE in local language (Chichewa) by GIE partner RENAMA to reach rural people who do not understand English. The animation videos present GIE messages with a bit of humor and comedy that appeals to the youth. The videos have been widely circulated on social media and over 100,000 people have viewed these on FB alone.

### *Capacity Development*

The main capacity development interventions on communications and media in the context of the GIE program in Malawi were related to<sup>66</sup>:

- The media training whereby 25 journalists and editors (to be able to make the right decision to publish articles on GIE) from mainstream media were trained on GIE reporting;
- The training on energy reporting specifically for YONECO staff (as media partner in the GIE program);
- Targeted meetings with journalists, workshops, etc. after the media trainings;
- Mentoring program for journalists (to motivate, inspire and train colleague journalists about GIE issues and how to report);
- Support media awards (Renewable Energy Component) with the Association of Environmental Journalists in Malawi.

These capacity development interventions contributed to achieving the intermediary outcomes, particularly the result that media increasingly report on GIE issues, the increased role of energy stakeholders and on the accountability of the government, and that GIE

---

<sup>62</sup> Based on internal GIE documentation and the interviews carried out, March & April, 2020.

<sup>63</sup> This increased by 557% from 7,597 accessing between 1st August 2017 and 31st December 2017 to 42,346 accessing between 22nd of November 2018 to the 31st of December 2018 (Substantiation Report, 2019).

<sup>64</sup> Between July and December 2017, there was an increase from 15 in 2016 by Malawi Broadcasting Corporation (MBC) to 42 in 2017 by Ufulu FM, YONECO FM, Galaxy Radio and MBC radio 2 FM.

<sup>65</sup> National Youth Manifesto 2019- 2024, Youth Decide 2019.

<sup>66</sup> According to internal program documents and interviews, March 2020.

partners / CSOs are accepted as legitimate and credible voices in the energy debate (see also the paragraph above on intermediary outcomes).

According to GIE partners themselves, the participation of women journalists in RE reporting was not sufficiently achieved. Women journalists are perceived to believe that the issues are technical and therefore need a technical background. Another issue is in the targeting of the journalists for capacity building, considering the existing pool of journalists is male dominated there is limitation in getting women to enlist for such trainings.

The GIE program did not engage community media houses at local levels. Community radios are popular in agricultural activities where extension services are disseminated to locals, but, as an interviewee observes, the GIE program was mostly at policy level focusing on the national agenda. Another reason was that with the resources provided under the GIE program it would have been difficult to target all media channels including community radios. Proper targeting was therefore done to ensure that available resources were maximized as it paid more by using a national radio or print media that is followed nationwide than target relatively few community radios whose impact is limited.

#### **4.4.3 Findings on the learning topic**

##### **The focus on reporting (print and broadcast)**

According to one of the GIE partners, the strategic focus on reporting was to influence policy changes; the media was used to help the GIE program to rally the nation behind policy reforms. They were used as vehicles for sensitizing the masses as well as mobilizing feedback on what should be done to the government. E.g. The radio broadcasts and panel discussions that were held live on radios, had phone in times which allowed citizens following the program to ask questions and comment on topical issues related to green and inclusive energy developments.

According to an interviewee from the public sector, the use of the radio (e.g. in radio debates and panel discussions) helped to sensitize the nation on RE policies and interventions. As the radio remains Malawi's largest media outlet, this choice was evident. Also the print media produced feature stories on energy in popular newspapers in Malawi hence reaching out to a good number of people, including people in rural and remote areas.

##### **Contributions of improved reporting on GIE**

###### *Strengthening the advocacy towards local and national level decision makers*

The improved reporting contributed to strengthening the advocacy towards decision makers in terms of higher quantity and better quality of the articles and messages (evidence based, facts and figures) on GIE issues, combined with human interest stories of women affected by the lack of energy in rural areas. A journalist trained by the program won global awards and this attracted the attention of the SE4All CEO. Following the interaction with the CEO an increased profile of energy issues internationally has been observed as the journalist has been to several other international forums. According to a GIE partner, the Malawian government also was seen initiating tax reforms including the removal of taxes on LPG to promote clean cooking, partly because the award-winning journalist presented the plight of women using firewood (open fires). There is also more collaboration on reporting on GIE, for instance with national media houses such as Zodiak TV on "Green Cafés" to discuss GIE issues with RE experts, and with the Institute of Journalism - Energy Department - on training students on GIE issues. This contributes to strengthening advocacy on GIE.

### *Putting GIE on the agenda of local and national level decision makers*

GIEs communication and media, notably the improved reporting, contributed to putting GIE on the agenda of decision makers at local and national level. An increasing number of (newspaper) articles on GIE contributed to transferring GIE from a social issue into a political issue THAT decision makers could no longer neglect. As an interviewee observed: *“Media is the link between the community and the decision maker in Malawi”*. Articles and messages were widely spread and available and GIE issues were being discussed at national level and local level in radio programs, e.g. via national level TV programs on environmental issues with participation of GIE experts to bridge the gap between consumers and energy experts.

At the local level, GIE was promoted via trained journalists on GIE, who interacted with listeners on radio and in WhatsApp groups. Another interviewee mentions that by engaging youth in the debates, and using community radios to establish agency for political participation during the 2019 elections, GIE issues were put on the agenda. Also at the regional and international level, there was a growing interest of donors and other agencies to expose journalists at forums (e.g. UNDP), and this contributed as well to visibility of GIE.

### *Changing attitudes and perceptions of local and national level decision makers*

According to both internal and external stakeholders, changes in attitudes and perceptions were realized because of the good quality messages on GIE, the credibility of the GIE partners involved and the non-confrontational approach used. The reporting highlighted how (the lack of) energy is affecting development and stressed the need for the development of appropriate strategies and policies. The reporting also created a debate at political level (ministries and parliament) and some of these stakeholders changed their opinion and saw the need for energy policies. A good example is the change in attitude of several candidates in the 2019 elections who started to talk about RE during their campaigns. By using non-confrontational approaches and positive messages it was possible that the government did not perceive the GIE partners as enemies but rather as partners in the promotion of a common goal (green and inclusive energy for all).

### *Changing relevant policies at local and national level*

According to several interviewees from different sectors, the GIE’s interventions on communication and the media *“had a big influence on the new energy policy in Malawi”* and contributed to improving its content. The new policy is much more inclusive of all GESI indicators.

Also at local level changes in policies on RE were achieved, and it is very much likely that GIE’s communication and media interventions, including the improved reporting have contributed to these changes. An interesting example was provided by CEM, one of the GIE partners, who received through the use of media various inquiries from other District Councils to share the Guidelines for Mainstreaming of Energy.

### *Enhancing civic space and citizen agency in Malawi*

Traditionally, the energy sector in Malawi had few players but at the moment there are more and more players at the national and local levels, including active citizens involved in policy consultations, or collaborating on the funding of improved cookstoves. The improved reporting, social media and other awareness raising on GIE contributed to this. According to an interviewee, there are also more requests for energy projects from communities to District Councils. The improvement of reporting on GIE contributed to a better positioning of GIE partners and more attention for RE in the country. NABW, one of the GIE partners in the program, used these circumstances and its links with the media to ensure that RE was put on the commitments of major political parties for the 2019 elections. The improved capacity of

CSOs to report and publish on GIE issues also contributes in the long term to a transparent and equitable RE development in the country, as it will be possible to follow up and monitor the implementation of the new energy policy with more professionalism.

#### Coherency of interventions

According to the GIE partners themselves there was consistent and coherent engagement and involvement of the media in GIE activities at local and national levels.

The use of communication and the media, including improving the reporting on GIE, linked well to other interventions of the program, such as the management of a database on RE. Another example given was the participation of NABW in the popularization of the women's manifesto. This was combined with print and broadcast coverage by the GIE program partners.

#### Effectiveness of capacity development interventions on communication and the media

The most effective capacity development intervention on communication and media was the training of journalists. According to the GIE internal documents, and underlined by various interviewees from different sectors, the training has led to an increase in quality reporting and radio stations discussing renewable energy and energy access issues. This in turn contributed to wider discussions and interactions with the general public. During live radio programs and via WhatsApp groups, people had the opportunity to discuss specific issues with experts, both from GIE partners and other allies (e.g. Universities). These discussions also contributed to a better understanding of the linkages between access to clean energy and health, education, agriculture, environment, climate and, ultimately, poverty and development issues. Also, the GIE exchanges with partners and journalists in Zimbabwe and Tanzania were mentioned as contributing to strengthening capacities on GIE reporting. Finally, the visit to the global conference on scaling up energy access and finance in least developed countries, held in China in 2019, was mentioned as a good moment for interacting and exchanging experiences.

### **4.4.4 Conclusions and main learnings**

#### **Conclusions**

According to several internal and external stakeholders the work on communications and media, notably the improved reporting on GIE, contributed to a large extent to changes in relevant policies as well as the attitudes of relevant decision makers at local and national level. The improved reporting on GIE contributed to these changes because it enhanced:

- Level of public awareness raising on GIE, including an enhanced understanding of the linkages between energy, health, education, agriculture, and development as a whole. This was perceived by various interviewees as the most important long-term outcome of the program.
- Visibility of the work of GIE partners (strengthening their credibility and positioning in Malawian civil society);
- Public and political debate on GIE (in terms of active engagements via public consultations, interactive broadcast programs at local and national level, and content contributions and recommendations in policy development processes).

As one stakeholder from the Ministry of Energy observed the *"use of radio debates and panel discussions helped to sensitize the nation on RE policies and interventions, and the print media produced feature stories on energy in popular newspapers in Malawi hence reaching out to a good number of people"*.

Other changes the improved reporting on GIE contributed to are an enhanced youth involvement and engagement of women. The reporting contributed directly also to a

strengthened positioning and active involvement of GIE partners in the field of GIE policy debates and processes and therefore a better influencing capacity.

Important *explanatory elements* which contributed to these changes are:

#### The topic

The topic of GIE and the overall GIE program interventions are perceived by all stakeholders including the political leaders, to be politically-neutral. As a consequence, a lot of potential barriers and political sensitivities were non-existent and this made advocacy more effective. It facilitated communication, networking and collaboration between GIE partners, other civil society organizations and the public and private sector.

#### Choice of partners

Various interviewees mention the fact that it proved very effective to be working with already capacitated and established partners (from 100% RE, including work on SE4All). This facilitated the implementation of the activities because of their already existing expertise on energy, communication and media, business, gender and health, their complementary target groups (adults, youth, women in urban and rural areas), political and private sector contacts at local and national level and overall reputation. Above all, it was mentioned that partners already had a certain level of mutual trust, essential to be able to work together. The cross cutting nature of the GIE partners helped to demystify (in their reporting) the common perception of energy as being an isolated issue, and helped to make the nation aware that energy is cross cutting through all sectors such as health, education and agriculture, with an overall impact on development. According to internal and external stakeholders, this mix of partners will also contribute to the sustainability of the interventions after the end of the funding period, including the sharing of information and lessons learned via database CONREMA. Finally, most of the activities carried out by the selected GIE partners are part of their core business and this also contributes to strengthening the sustainability.

#### Right allies

In general, the right types of allies were engaged, and this proved to be very effective. As one interviewee observed: *“those media houses that would have an impact at national level were involved in the program and engaged”*. The choice not to engage specifically with media houses at the community level did not negatively impact the results but could have contributed to strengthening GIE work at local levels. Other interviewees mention the important role of the universities as they engaged to share their expertise on journalism and in some cases energy. Universities were also engaged during the development of Glossary of Energy Words into the local language to demystify energy. The University played a key role in this process ensuring that the document speaks to the audiences in the modern dialect.

#### Non-confrontational approach

Both internal and external interviewees highlight the non-confrontational approach used by the GIE partners as a very effective way of advocating for GIE. In communication and the media, but also in practice, collaboration with governmental departments was highlighted stressing the importance of working as partners to be able to structurally transform the energy sector in the country. This approach also tends to open up possibilities for civil society organizations to receive future funding from the Ministry of Energy because *“they work in line with the government”*. In practice, governmental officials at national and local level were invited to participate in WhatsApp group discussions and radio programs to share their opinions, and to engage directly with listeners on GIE issues. Work was being done with officials from all levels to ensure continuous awareness raising and engagement, important because of the regular changes in staff.

The collaboration with District Councils and use of extension workers helped to inculcate high citizen agency. Via the development of guidelines to mainstream energy in Village Action Plans and District Development Plans. Extension workers from different departments (Agriculture, Forestry, Health, Education, Water, Community Development, Social Welfare) were trained by GIE partners to support communities in the VAP process. As a result, even though there is no officer responsible for energy at the district council, in the 3 districts where the GIE program was implemented, an improved prominence of energy issues was noted and communities started demanding projects in solar powered irrigation, solar lighting for schools and health facilities. According to an interviewee, the approach enabled the program to *"ride on existing government structures to reach the masses with a message that changed their perception to development"*. In this sense, the approach also contributed to the sustainability of the interventions.

#### Networking on communication and media

The networking and collaboration with other stakeholders such as non-energy NGOs, nexus ministries, and Universities facilitated the education on GIE issues and the elaboration of integrated advocacy messages and publications in the field of RE. It was an effective way of explaining the link between energy and other sectors such as education, health and agriculture. The collaboration with allies also facilitated the targeting of specific groups such as rural women and youth.

#### Relevant narrative

All interviewees agree on the importance and relevance of the GIE narrative in the current context of Malawi particularly the link between energy and education, health and agriculture, and the impact on gender and overall development in Malawi. The direct link with the planned decentralization process of the Ministry of Energy by 2023 made the narrative even stronger and created advocacy opportunities to speed up the financial decentralization as well (increase of district level budgets for the promotion of renewable energy). The narrative and messages were communicated in a timely manner and in a professional and credible way by trained journalists.

#### Capacity building and exchanges with other countries

The GIE capacity building for journalists seems to be one of the best ways to have started improving the reporting on GIE in the country. Combined with the mentoring program and the collaboration with Universities on educating journalists on GIE, this proved to be a very effective intervention. The exchanges with other countries (e.g. Tanzania and Zimbabwe) also contributed to strengthening the advocacy as innovative experiences could be exchanged.

#### Combination of interventions

The combination of communication and media work with social media work was an integral part of the GIE strategy and proved to be effective. When articles and success stories on GIE were published, links were shared by the partners on-line via FB and WhatsApp, and published on relevant digital platforms such as CONREMA. Because WhatsApp is opening up to rural areas, particularly to the youth, a wide range of people could be reached.

The use of interactive radio sessions in the radio listening clubs at community level are important to continue awareness raising on GIE, and to engage local people in the implementation of the new energy policy.

## Main learnings and recommendations

### Dialogue enhances trust

In the current context of Malawi, it is essential to engage in dialogue with local and national level decision makers. Working as partners and building trust are key as well as making them part of the GIE efforts. It also enhances ownership and contributes to sustainability.

*Recommendation:* Particularly in sensitive political contexts with reduced civic space, the promotion of a dialogue with decision makers is essential to obtain a position to be able to influence.

### Partnerships are key

Partnerships between energy and non-energy stakeholders are essential for a L&A program such as GIE and offer opportunities to utilize and rely on different expertise areas that exist in partners. In addition, the involvement of media (journalists) in L&A programs is key to bringing the issues to the forefront and attention of policy makers and influential stakeholders.

### Reporting and gender inclusion

Good quality, evidence-based reporting on GIE is a precondition for effective advocacy, transparency and accountability. Reporting and the inclusion of female journalists is particularly important at local levels where citizens feel mostly the impact of energy poverty. Often the participation of women lags behind (as they do not take engineering classes and careers).

*Recommendation:* A more gender sensitive reporting should be encouraged to contribute to changing existing (patriarchal) attitudes and beliefs and motivating more girls to take up technical careers in sectors such as GIE. This will have positive effects on both GIE reporting as well as on GIE development by women entrepreneurs.

### Communication

Making articles, educational materials and other informative resources available in local languages contributes to improving the uptake on GIE issues in the whole country. Communication via community radios at local level remain essential for the dissemination of information on RE, and to hold decision makers during implementation accountable. Also the use of mobile phones and social media to share information on best practices and innovative technologies is increasingly necessary, particularly to reach young people.

*Recommendation:* Promote the use of social media and interactive broadcast to reach out to young people.

### Scaling up

*Recommendation:* GIE interventions in the country should be scaled up and the communication and media interventions, including reporting, should be aligned as they are key in increasing the demand of energy users for GIE services in the country, e.g. by engaging more community based media houses, and open up work with journalists in other regions. Considering that the previous GIE efforts yielded results in adoption of a GIE friendly Energy Policy, the scale up should therefore target policy practice. Interventions should aim to capacitate citizens and media practitioners on how to monitor the policy implementation ensuring that duty bearers and all stakeholders are kept on their toes. This will sustain the gains in the long term. Another option to scale up is to work closely with community based GIE advocates<sup>67</sup> of which some are already into journalism and run community based radio stations.

---

<sup>67</sup> GIE partner RENAMA trained 58 individuals from all 3 regions of Malawi.

# "COMMUNICATION AND MEDIA AS CATALYSTS FOR POLICY CHANGES"

*By Jonas Kachikho, Yoneco Malawi*

From the beginning of the GIE program, the interventions on communication and the media were key, particularly for young people (between 12 – 19 years old) as they are adolescents and not yet active and sufficiently interested and engaged in GIE issues. For that reason, media must be trained and mentored to have broader understanding of issues in the sector. They should also understand the link between energy and education, health, agriculture, etc. and the impact on poverty and development. In the future they should see GIE as an important opportunity to work on and to make a difference on their own. They should think "I can benefit from that!"

People in general in Malawi are very interested in political issues, so the idea was to link energy issues to political issues. A good example is our work in 2019, on the provision of RE technologies where we advocated the candidates and motivated and informed them to be able to explain these linkages and issues. And to prioritize the provision of RE in their manifestos.

Engaging media was also necessary to train journalists to engage them on GIE, and to become more critical, and analytical, with use of good research. With Hivos support in the GIE program several journalists were trained on GIE issues. Fortunately a number of stories were published offline and online with human interest angles, e.g. of ordinary men and women affected by lack of energy (lighting, etc.) in maternity wards. This ignited also stories at policy level and we have seen the Malawi government taking action. And restoring power in some health facilities in rural areas.

So the role of the media in Malawi is key to inform,

educate, and check on policies. The media was key in contributing to the adoption of the new Energy Policy as they prepared the ground for a more aware general public. They have managed to provide checks and balances both at local and central level so the policy makers were able to make appropriate decisions in providing RE to Malawians. For instance, Yoneco produces GIE programs on radio (interviews) to discuss GIE issues with representatives from government, specifically officials from the Department of Energy. This also stimulates the engagement of people (listeners). In the program they discussed how policy is going to engage young people in providing RE options, especially with young people as there is a problem of unemployment in the country.

Also the Green Media Awards (Hivos and Yoneco) stimulated specific interest in green energy reporting, and has contributed to the current situation where energy is more a political and a societal issue crossing different sectors such as education, health and agriculture. For instance, James Chavola was one of the first to link energy to politics and he made it also possible to influence the agendas of candidates for the 2019 elections. The result was that all candidates were expected to be able to explain their point of view in their manifestos.

There were also media exchange visits, facilitated by Yoneco, whereby a trained journalist (James Chavola), now an experienced reporter on climate change and energy, and an award winning reporter) together with Yoneco and Zodiak Broadcasting Station engaged with young journalists and media houses such as the Capital FM and Malawi

Broadcasting Cooperation to exchange on GIE issues and explain the linkages between energy, health, education, agriculture, etc. As such he was mentoring others, also younger journalists.

Social media platforms such as FB and WhatsApp groups (such as the Association of Environmental Journalists in Malawi and the National Youth Network on Climate Change) were used to engage with fellow journalists and young people. These interactions with young people were very important because GIE messages could be given and explained. Technocrats from the Ministry of Energy were invited to join the discussion on FB and in the WhatsApp groups to interact with peers and young people. So people with technical expertise were able to share their knowledge with people, and this increased the awareness of participants on issues like market development around RE, interlinkages between energy, education, health, agriculture, etc. and technological innovations such as cleaner cooking systems in the country.

Another important contribution to achieving the outcomes was achieved via the Radio Listening Clubs in rural areas, often hard to reach. Some members of these clubs were trained on GIE issues and messages and stimulated to share their information with rural populations, particularly local leadership and decision makers and women. This was an effective

way of engaging with rural women who are most hit by energy poverty (for instance with cooking). Also the voices of the people were amplified by this strategy. And some groups, notably women groups, organized themselves at community level around improved cooking stoves and are using village loan and saving schemes to improve the living standard.

Young people were targeted via the radio YFM, a national broadcaster for young people to start engaging and targeting national level decision makers and policy makers. Also road shows were organized with young people to raise awareness on RE. Because the real problem is with the young people who do not seem to care sufficiently. It is important to change their mindset as they (young people) currently do not contribute to GIE development. In the radio broadcasts attention was given to what they as young people can do. Also, some young students (from different Polytechnics and Universities such as Mzuzu, the only one offering a course on RE) studying journalism, physics, etc. were trained on GIE issues to engage and stimulate them to become innovators and entrepreneurs on RE and demand better services from the government. Moreover, RENAMA established "Energy Kiosk": business places for young people where they sell or borrow solar products to charge phones, lights, etc. for use in their small businesses in areas where electricity is not available.

### Watch-dog role during the implementation new Energy Policy

The media, particularly good quality reporting continues to play an important role in the implementation of the new energy policy and to ensure implementation is inclusive and participatory, particularly for women and youth at community level.

*Recommendation:* It will be necessary to report regularly on the progress made, identify possible barriers, and to disseminate working practices to inform citizens at all levels so they can become active and engaged. Future programs should therefore promote this role of the media at local levels.

## **4.5 TANZANIA: THE CONTRIBUTION OF THE RENEWABLE ENERGY JOURNALISM FELLOWSHIP TO GREEN AND INCLUSIVE POLICIES**

### **4.5.1 Introduction**

The Tanzanian government has the ambition to connect all Tanzanians to the national grid by 2021, even those that live in very remote areas. The energy delivered through the grid is mainly generated by natural gas (60%) and hydro (30%). In recent years there has been more attention by the government for renewable energy which has led to a slight increase of RE in the energy mix but there is not a real target or policy for increasing this share. Energy planning is done by the national government. Local governments are hardly involved. The demand for clean cooking solutions is slowly increasing. Tanzanians often distrust especially solar energy solutions because of faulty or low-quality products that have been sold on the market. Also, the energy prices are often very high, especially of the electricity generated by mini grids.

The GIE Program in Tanzania wants to make *sure people's needs are met through green and inclusive energy systems that create economic opportunities for women and men while mitigating climate change*. Connecting the population of Tanzania to the national grid will take too long and is complicated. Mini grids should be seen as part of the energy solution, and these grids could eventually be connected to the national grid. The energy generated by mini grid is in general of higher quality compared to electricity coming from the national grid. Unfortunately the knowledge of mini grid solutions is lacking with decision makers and with consumers. Space for civil society in Tanzania has been shrinking since the new government was installed in 2015. Especially politically sensitive issues, like the development of the big hydro dam project, cannot be debated openly. On issues like renewable energy, there seems to be more room to maneuver.

The GIE program in Tanzania started with the following five NGOs in 2015: the Tanzania Gender and Sustainable Energy Network (TANGSEN), the Tanzania Gender Network Program (TGNP), Forum on Climate Change (Forum CC), the Economic and Social Research Foundation (ESRF) and the Tanzania Consumer Advocacy Society (TCAS). Unfortunately, it proved very difficult to work with ESRF and TCAS. They did not report on their activities, and were replaced by two new partners in 2018: Climate Action Network Tanzania (CAN-T) and Journalists Environmental Association of Tanzania (JET). Nukta Africa, a digital media company, was hired as a consultant to implement the media work in Tanzania, and was responsible for the first Renewable Energy Journalism Fellowship (2018-2019). The second fellowship is organized by Nukta Africa together with JET.

### **Learning topic and learning questions**

The GIE Program has worked on media from the start of the program in 2016 mainly to improve the accountability in the energy sector and the image of renewable energy. The media work in Tanzania has evolved to the Renewable Energy Journalism Fellowship as its key intervention. However, the harvested outcomes (that have not been substantiated yet)

focus more on intermediate outcomes, not on long term institutional changes.

Together with Maimuna Kabetesi, the Hivos East Africa Program Manager, the following learning question was there for formulated for the case study:

*To what extent has the Renewable Energy Journalism Fellowship of 2018/2019 contributed to changes in relevant policies, practices and attitudes of relevant decision makers at local and national level in Tanzania?*

This main question was then further specified into sub questions:

1. Why did the GIE program decide to focus more on media in Tanzania?
2. Why did the program decide to develop a journalism fellowship as the main intervention on media?
3. What was the objective of the fellowship and how were the journalists selected? Was there a special focus on local or national media, or print, TV or radio, or social media?
4. What were the intermediate outcomes of the fellowship?
5. To what extent have GIE interventions on reporting (print and broadcast) contributed to changes in relevant policies, attitudes of relevant decision makers?
6. Which external factors influence the outcomes of the fellowship?
7. How did the fellowship complement the other interventions in Tanzania?
8. What were the key leanings of the first fellowship?

### **Adjusted field visit methodology**

A few days before the scheduled departure, the Coronavirus outbreak was labeled pandemic by the World Health Organization which highly impacted the case study methodology. Last minute, in close collaboration with the Hivos East Africa office, it was decided not to travel to Tanzania since the country could impose a quarantine of two weeks for visitors from the Netherlands.

Although there were also travel restrictions for Hivos staff, the Hivos East Africa Program Manager Maimuna Kabatesi, did travel from Kenya to Tanzania for the kickoff workshop. She facilitated the kickoff with partners in Tanzania on the ground, while the evaluator participated and facilitated online. All other interviews, including the narrative assessment, were done via web conference tools. For the sense making workshop, an additional digital tool was included to make the workshop more interactive.

This way all scheduled interviews and events took place in the end, also thanks to the efforts

and flexibility of the Hivos East Africa office and the partners in Tanzania. However, it is very likely the quality of the case study has suffered. The evaluator could not meet face to face with any of the internal or external stakeholders in Tanzania and the quality of the internet connections hindered the interviews. To make sure the most relevant findings were captured, an additional



round of feedback was included by sharing the draft case study report with GIE staff and the main implementing partner in Tanzania.

## 4.5.2 Tanzania: Media and Communications

### Theory of Change and Outcomes on Media and Communications

Although media and communication interventions were part of the GIE program from the beginning, the significance has increased over the years. Media interventions were seen as an important tool to improve the accountability in the energy sector and the image of renewable energy. This is reflected partly in the Theory of Change (TOC).

In the first TOC in 2016, the media and communications work was part of the development capacity strategies and based on the assumption that *citizens are interested in more information on services and how to change it if need be. Main planned outcomes were: the use of inspiring initiative, communication and outreach with local partners and communication and media strategies based on SP-E vision.* This first TOC was written before the partners were selected. Especially since 2018, the partners decided to simplify the TOC and make it better connected to their work.

Media and communication as an intervention strategy gained a more prominent place and has evolved into a separate pathway leading to *Tanzanian CSOs have increased their ability use the ongoing energy transition process and media to support the agenda for active citizenship* (long term institutional change on capacity development). The assumption was also changed, based on the discussions during the yearly reflection workshop, to include that citizens need to be knowledgeable and informed.

The empowerment of journalists, main goal of the Renewable Energy Journalism Fellowship, is not explicitly mentioned as an outcome or change in the 2019 TOC while it is the most significant intervention in the media and communications work in Tanzania. There is one intermediate outcome on knowledge that links with the Renewable Energy Journalism Fellowship: *CSOs (media partners and wider civil society), private sector, LGAs and citizens understand about Green and Inclusive Energy in its linkages and opportunities.* Here however it is not clear whether this refers to the media partners like JET, or to the media in general.

Of the harvested outcomes between 2016 and 2018, there were no reported outcomes relating to the media work in Tanzania. The first media training was organized in 2017, and the fellowship started end of 2018.

### Capacity Development on Media and Communications

At the start of the program, during the capacity assessments of partners, a need for more capacity building on media and communications became clear. In line with the new communications strategy of the GIE program, a digital media training was organized. After the training the partners produced more blogs and other online media content according to the communications officer. At one of the regional meetings, a media and communications training with a seasoned journalist was organized. This training was also well received by partners, but the trainer assumed a certain level of knowledge with the partners that was not there yet. In the end, partners reported they were still struggling with social media messaging and reaching out to journalists. They said working with media for them felt as a failed intervention during the first few years of the program.

Which led to Hivos organizing different media training sessions during a regional meeting in 2018: Together with partners with expertise, Hivos trained the East Africa partners on how to use twitter and write blogs. Nukta Afirca, who was hired by Hivos in 2018 to implement the media work in Tanzania, organized a training on how to get published in papers and contact journalists. But maybe even more effective, was the practical support the other partners got

from the media partners in Tanzania. Partners gave very concrete examples of how Nukta and JET were always available for them to support them in media interventions for example when organizing events or publishing a report. They also had joint sessions as partners in 2019 in which they developed for example short social media messages, policy briefs or advocacy messages together. This kind of Peer2Peer coaching seemed to have worked very well in Tanzania, but only after there was mutual trust and an established relationship between the partners.

#### **4.5.3 Findings on the learning topic**

Within the broad topic of media and communications, this case study will focus on the first Renewable Energy Journalism Fellowship. The fellowship offered an opportunity for 20 journalists to deepen their knowledge on renewable energy and to further develop their journalism skills. The fellowship started in December 2018 and ended in June 2019.

The fellowship was designed by Hivos and Nukta, and almost all components were implemented by Nukta. Nukta Africa is a digital media and technology company. They were not hired as partners by Hivos, but as a consultant, since they would be doing the implementing work that Hivos otherwise would have done if they would have had an office in Tanzania. For the second fellowship, which started at the end of 2019, the Journalists Environmental Association of Tanzania (JET) joined in the organization of the program. JET focusses on awareness raising, education and coordination of journalists on environmental issues. The first fellowship consisted of four main components: an energy safari, a master class, a field reporting trip and a mentorship. During the fellowship there was also a breakfast meeting with editors of main media outlets. More than 180 young and mid-career journalists (38,3% female, 61,7% male) applied. Of the twenty selected journalists, half was from outside of Dar es Salaam, six worked with radio stations and eleven were female. The fellowship total program costs amounted to € 33.465.

#### **Focus on media**

Like in other GIE countries, the media and communications strategy in Tanzania matured during the course of the program. Hivos believes changing perceptions and narratives is vital for achieving the changes advocated for by the GIE Program. "Facts, images and messages" should be used strategically to inform citizens. Journalists telling inspiring stories based on their own experiences will be able to "push from the outside" and thus contribute to the advocated changes. Media can set the agenda, act as a watchdog on RE policies and show policy makers the real impact of RE issues and climate change on their citizens.

After several "one-off" media trainings in Kenya and Tanzania, the GIE Program in Tanzania developed a journalism fellowship, to have a long-term impact on media in Tanzania, and to be able to indirectly influence the general public and policy makers.

All stakeholders interviewed for the evaluation, agreed that in general in Tanzania journalism is of poor quality. Journalists are not specialized and report on a broad range of topics. They do not ask the more difficult and critical questions, while the topic of renewable energy and the complex grand energy issues facing Tanzania demand more investigative journalism. Working with the media is seen as a powerful tool to inform citizens since renewable energy is relatively new to the country. This complex issue should be explained in easier language to the Tanzanians. Also, in the tight context of Tanzania, where political space is shrinking, focusing on journalists is seen as a "smart way" of influencing behind the scenes as one of the external stakeholders put it.

According to the stakeholders, training of journalists to deepen their knowledge of RE issues is very relevant in the context of Tanzania. One stakeholder even commented that it would have been great if the fellowship would have been organized earlier in the partnership. Main concern some external non-media stakeholders have, is whether there were enough radio journalists participating, since radio is the primary media outlet in Tanzania. Most radio journalists that did participate were community radio journalists.

### **A journalism fellowship as main media intervention**

Experience with "one-off" media trainings showed that after such a one- or two-day trainings, only a handful of journalists continue reporting on renewable energy. To make the media intervention more sustainable with lasting impact, Nukta Africa and Hivos designed the six-month program. Experience with the fellowship shows that first of all more articles were published since all journalists now published several articles instead of a handful of journalists. Second, the fellows stayed in touch, through WhatsApp groups and via the mentors. In that sense the fellowship is more sustainable than one off trainings. Some of the external stakeholders wondered if the program should not look beyond the six months and introduce some form of "lifelong" learning for journalists on the RE issue.

The set-up of the program, with its four elements (Energy Safari, Masterclass, Field trip and Mentorship) is appreciated by those interviewed that are working in the media industry. As one stakeholder mentioned: "the articles and tv productions that they aired are really different from other programs. That is what we actually need in the sector: that we have an awareness of RE issues." The deep dive at the start of the program into the issue of renewable energy and in particular the relation between climate change and the problems Tanzanians in rural area's face was new for many journalists. As one participating journalist said: "The safari and field trip introduced me to people in rural areas. I had no idea people were suffering so much of the lack of energy."

The mentorship might be the most important element to make the program more sustainable in the long term: through the mentors the fellows were really challenged to develop interesting pitches and angles for new stories. These experienced journalists guided the fellows in their writing without infringing the indecency of the journalist and the media outlet. As one of the mentors said: "Editors decide in the end whether articles of the fellows are published." The fellows also appreciated the mentorship, not only because of the guidance given: For one of the journalists the mentorship was a "dream come true" as the mentor was his favorite writer.

All stakeholders thought the fellowship was well organized. There were a few hiccups mentioned: the money transfers from Hivos to the partners was slow forcing them to postpone for example the field reporting trips during the second fellowship. Also, there was a discussion with some of the fellows on per diems during the first fellowship. In Tanzania it has become customary within the journalism sector for participants to receive payments for attending the training, even if all costs for transportation and lodging are paid for. Hivos policy required however that journalists cannot receive payments for attending. Although this was communicated at the start of the program, four journalists left the program because they did not agree with this policy. They were replaced. Lastly, the media partners reported that they invested a lot more time than initially budgeted in the program.

### **Objectives of the fellowship and the selections of the journalists**

The objectives of the fellowship were:

- To train journalists on how they can explore renewable energy innovations and industrial trends to boost content production targets and increase audiences for their outlets;

- To train journalists on new digital and data storytelling techniques to produce truly engaging content with strong narratives using data analysis and visualization;
- To expose journalists to new ways of research resulting in the production of solution-based stories;
- To increase the number of professional renewable energy journalists in Tanzania;
- To establish a network of renewable energy journalists and other stakeholders such as private companies and NGOs who together promote development of the industry;
- To increase coverage of decentralized renewable energy and climate change issues as stipulated in the Sustainable Development Goals number 7 and 13;
- To orient editors on the potential of renewable energy stories in boosting their content production targets as well as achieving their business targets.

There were no explicit goals on influencing decision makers or on creating awareness with the general public.

The number of journalists that applied for the fellowship was much larger than anticipated. The selection of the fellows took five days (three more than anticipated). A panel consisting of Nukta representatives and experienced editors, selected the fellows based on a number of different criteria including differentiation of media outlets (twelve newspaper journalists, five broadcast media and three online), minimum of 50% women and maximal 50% from Dar es Salaam.

The panel succeeded in their selection, but for one criterion: there were no journalists selected from online media outlets. There were hardly applicants from online media. Online blogs or channels need a license in Tanzania which is quite costly. Therefore, there is very little online media that can be targeted by a program like the fellowship. More than half of the fellows were female. And they performed better overall with more articles published. Some stakeholder said women are simply more eager to learn, others indicated that renewable energy is helping women to solve problems they face in their daily lives in rural areas, which is why they have more passion for the topic.

### **Intermediate outcomes of the fellowship**

While there are no harvested outcomes to date of the fellowship, "The Renewable Energy Journalism Fellowship Final Report" (2019) shares first outcomes. The twenty journalism fellows produced 48 stories of which 45 were published. Three stories were not published, mainly due to issues in the media houses of the fellow involved.

During the interviews, journalists that participated in the program reported that they got an opportunity to increase their knowledge and understanding of renewable energy. They also indicated an improved capacity to write stories and do investigative reporting. Furthermore, they appreciated the network they were able to establish during the fellowship, with fellow journalists, but also with experts and decision makers that either participated in the program or were approached for comment while drafting their stories. Decision makers and experts are more likely to talk to them now and respond to their questions, because they see them asking relevant questions. The decision makers now respond to their questions, especially when it comes to budget sessions. They are also approached by decision makers after they published stories, for example on mini grid solutions and the high energy tariffs.

The journalists also indicate they are now seen as specialized journalists and also consulted by others in their media house. They are respected for their knowledge and it improved their standing. Some of the fellows, and in particular Jenifer Gilla, participated in regional and global climate change meetings. One of the fellows was hired as an ambassador to a

renewable energy company. He traveled to 27 regions in Tanzania to create awareness on renewable energy, and his company sponsored a special radio program on renewable energy. Lastly, the fellowship has an impact on the journalists personally as well: they now also invest in clean cookstoves themselves and spread the word: convincing family and friends to invest in clean cooking and renewable energy.

There is some anecdotal evidence that the fellowship contributed to engagement of citizens on renewable energy with the general public: during the kick-off workshop media partners shared experiences with a radio program on fake solar products: after the airing of that program, people called the radio station to tell their stories which then helped other people to be aware of fake products. Also, during the program there was a lot of attention for the fellowship on social media. Participants used the hashtag #WaandishiNishati (#JournalistsforEnergy) to communicate to the general audience on social media.

All in- and external stakeholders, including decision makers from the Ministry of Energy in Tanzania, acknowledged there is now more attention for decentralized renewable energy than a few years ago due to more and better reporting on renewable energy. Journalists are more knowledgeable. There are more stories published and they are of better quality. Editors commented that their journalists are now more capable of pitching stories on renewable energy and that they have more sources to rely on. Nukta Africa and Hivos expected an increase in newspaper sales and in advertisements from companies in the renewable energy sector. They used this assumption to pitch the idea to editors. There was only one instance reported where this actually happened after the fellowship. While editors acknowledge an increase in news stories and press conference invitations from companies, they did not experience an increase on or offline in the number of advertisements on renewable energy.

Although the second fellowship is still ongoing, JET indicated an increase in capacity: they use experiences from this training to change their other media trainings: “we use technology in a more advanced way, like google form for the application and google drive for sharing of documents, we now place ads for trainings on social media as well, we include the use of data in our trainings and we have made our trainings more interactive and have included more creative work forms.” Also, already half way into the second fellowship, there were already 53 stories published.

### **Changes in policies, practices and attitudes of relevant decision makers**

It was very hard for all stakeholders to explicitly link the stories produced by the fellows to changes in relevant policies, or attitudes of relevant decision makers. However, they all agree that the increased reporting on renewable energy helps to advance advocacy goals of the program: “Raising awareness and advocacy go hand in hand: people need to understand the issue.” And a partner added: “never underestimate the power of planting a seed”.

Journalists participating in the program experience a better relationship with the decision makers: they respond to their inquiries and when confronted with the challenges facing rural people, they respond to these issues with ideas to work on. The Ministry of Energy added that they read all the articles published on renewable energy in the countries’ leading newspapers.

During the kick-off workshop of the evaluation, the media partners added that they and their fellows are now approached more easily by other organizations like TAREA (Tanzanian Renewable Energy Association) and companies to cover renewable energy stories. Even the Ministry of Energy is now asking them to share stories. In general, at practice level, there is an improved communication between journalists, government agencies and non-state actors.

### **External factors**

Since the new government was elected in 2015, political space in Tanzania is shrinking, journalists are not free to report whatever they want when it comes to the government. They risk accusations of breaking the law and be shut down. So, according to all stakeholder interviewed, journalists in Tanzania tend to censor themselves. But at the same time, if there is evidence, the right tone of voice and the story is supported by facts and figures, journalists can publish on governmental policies. Renewable energy is a technical issue. As long as they do not openly oppose the national grid or the hydro dam, journalists can be quite critical of governmental policies or actions. At the same time, one stakeholder from the media industry added: "yes, freedom of expression is curtailed, but journalists do not have enough expertise and they do not use all possibilities", so the training of journalists in the technical issues and the laws and policies on renewable energy is quite important in an attempt to stretch the political space. Or as a renewable energy expert said "Tanzania is no place for rebellious advocacy, but if you use a participatory approach then you can still work in Tanzania".

Another external factor influencing the media interventions, are the constant budgetary crises the media houses are facing. The media industry is under pressure, also because of a drop of advertisements in favor of online media giants like Facebook and Google. This offers an opportunity the program has worked with: diversifying and improving the content of the media outlet could lead to more readers and more advertisements.

Other factors that allowed for a better understanding of the possibilities of DRE were the frequent power cuts, the absence of electricity in rural areas, an increase in charcoal prices, an increase in fake or faulty equipment like solar panels and batteries, and climate change which motivated people to learn more about renewable energy and other energy sources for cooking.

### **Complementarity to the other interventions**

The fellowship offered the first concrete opportunity for the Energy Change Lab and the Hivos East Africa Office to work together. The lab introduced Nukta as a possible media partner and co-organized the Energy Safari. Other partners, like TANGSEN, were asked as experts during the masterclass. But during the sensemaking workshop, participants indicated that there is no real obvious link between the fellowship and the rest of the program. The fellowship does however contribute to making citizens more knowledgeable and informed on renewable energy, and thus contributes to the underlying assumption of the media pathway. Furthermore, Tanzanian decision makers, especially within the Ministry of Energy, read the stories written by the participating journalists and thus indirectly contribute to the realization of the Tanzanian TOC.

There is more collaboration between the partners on the media work in general, especially since Nukta joined as media consultant and a good relation was built between the partners due to the time passed. Partners did stress during the kick off workshop, the mixed approach of the program in Tanzania is an important condition for success. So yes, the media is an important element of the work, but only as one component of the program.

### **Moving to the second fellowship**

Nukta and Hivos reported some challenges, like non-responsiveness of government sources, limited budget for the field trips, issues with receipts not being issued and the overuse of technical language by experts. Also, some of the fellows were not committed, did not work with the mentors and performed poorly on leaning and story delivery. One of them even failed to deliver stories.

The second fellowship was designed a bit differently to overcome some of these challenges. Since there was now a second media partner on board, the program was extended:

- The duration of the masterclass was extended with a day to more practical assignments and more intensive engagement with energy stakeholders including government agencies;
- The safari was rebranded boot camp to attract more journalists;
- Two field trips were organized for the fellows after the booth camp: one in smaller groups organized by JET and one individual road trip supported by Nukta;
- The fellows need to produce 4 feature stories after the field trip with JET and two after the field trip with Nukta;

The new fellows are all young journalists, more eager to learn than mid-career or senior journalists. Especially the latter caused a lot of problems with per diems not being allocated during the first fellowship since all costs for lodging and travel were already covered by the program.

#### 4.5.4 Conclusions and main learnings

##### Conclusions

The in- and external stakeholders interviewed for this evaluation all agreed that the Renewable Energy Journalism Fellowship contributed to changes in practices of decision makers in Tanzania. They also agreed it is too early to tell whether the fellowship also contributes to policy changes. The fellowship contributed to these changes in practice of decision makers because of:

- An increased number of publications in relevant newspapers on renewable energy of high quality in the past year making citizens and decision makers more aware of the issues and possibilities of Renewable Energy, the relationship with climate change and clean cooking;
- Informed and knowledgeable journalists asking relevant questions and reaching out to decision makers for comments: this led to an opening up of the Ministry of Energy and other relevant government agencies;

Other changes the fellowship contributed to: an improved standing of fellows as specialized reporters on renewable energy, an improved network of fellow journalists, experts and decision makers, awareness raising with the general public on renewable energy and an increase capacity with media partners to organize more advanced and creative trainings for journalists (also on other topics).

Important elements which contributed to these changes are:

- The credibility of the media partner: Nukta Africa is well respected in Tanzania. The company has a good network in the media industry and understands how the media works. More importantly, they are not involved in politics in any way making them trustworthy and respected by all stakeholders;
- The duration of the fellowship: the program is not designed as a one-off training but as a longer-term commitment;
- The credibility of the journalists: a program with different elements which allow journalists to deepen and broaden their knowledge of renewable energy and journalism skills. This credibility was further enhanced by the independence of the journalists and editors in the program. Hivos was not involved in any way in the writing or publication of the stories;
- The extension of networks of journalists: during the fellowship the fellows were able to extend their network with renewable energy experts, decision makers and fellow journalists;
- Early buy in from editors: from the start the editors of the fellows were involved in the program (by a breakfast meeting) thus supporting the fellows in the publication of their stories. Also, the program was designed in such a way to have minimized impact on the

- newsroom (fellows were not away from the newsroom for longer than one week at a time);
- Mix of different media outlets: the fellows reported for different media outlets, including leading newspapers. According to the Ministry of Energy, these newspapers are read by decision makers. Radio is the number one medium for the general public;
  - Focusing on the topic of renewable energy: in Tanzania political space for journalists is shrinking. By focusing on DRE and clean cooking, and on evidence-based reporting, the GIE Program has created space in Tanzania to be critical and relevant.

## **Main learnings and recommendations**

### Long term program

The six-month program is designed in such a way to secure maximum long-term impact. After the fellowship, the journalists kept in touch with each other through WhatsApp groups and many stayed in touch with the mentors. They have also published stories on RE after the fellowship. Some even participated in regional and international climate change meetings. To have a lasting impact on the journalists, especially the mentorship seems a crucial part of the program. Still, it is too early to tell whether the program will really be sustainable since the fellowship ended not even one year ago.

*Recommendation*: It would be worthwhile to consider how to keep the journalists invested after the fellowship: Maybe by designing a “life-long” learning trajectory for a few champions of the fellowship, offering these journalists continuous opportunities to learn and report on renewable energy or by creating a long-term media program including an exchange between Tanzanian and international journalists and a Tanzanian Renewable Energy Reporting Award as was suggested by the participants of the fellowship.

### Design of the program

The flow of all interventions in the fellowship was carefully designed. Also, the program worked on getting buy-in from the editors of the participating journalists, ensuring actual publication of the stories produced during the fellowship. A breakfast meeting was organized for the editors, and the program was designed in such a way that journalists were not away from the newsroom for more than one week at a time.

*Recommendation*: If Hivos were to export the fellowship to other countries, it would be very wise to follow the structure of the deep dive into the topic, the master class for broadening knowledge and skills, the mentorship and the field trips.

### Women

Hivos insisted that 50% of the journalists participating were female. Although Nukta was skeptical, in the end, even more women than men participated and they outperformed the men. The women were more eager to learn and more invested in the topic of renewable energy. Women were also interested in the more technical side of renewable energy, not just clean cooking or household uses.

*Recommendation*: Even if partners or other stakeholders do not believe it is possible, setting a compulsory quota for women in trainings might be a decisive step in achieving equal female participation.

### Radio and newspapers

General public and decision makers were equally important targeted consumers of the stories produced by fellows who came from newspapers, radio and TV participated in the program.

*Recommendation*: It might be interesting to investigate which news outlets would be most interesting to target: what are the popular outlets that the Tanzanians read or listen to (probably radio) and what are the most influential outlets decision makers read or listen to (probably some key newspapers). Targeting specific journalists working at these different

outlets and also diversifying the training to cater these different audiences would be an interesting next step to improve the fellowship.

#### Aligning media work with other interventions

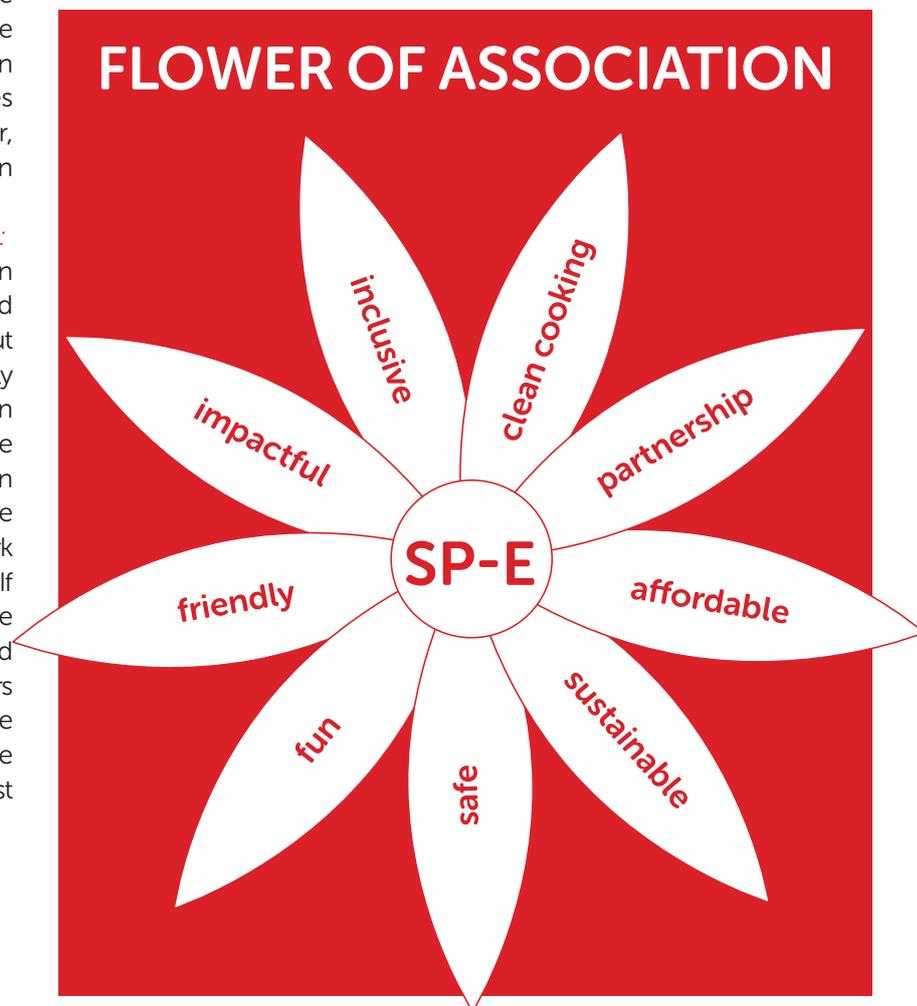
The Renewable Energy Journalism Fellowship should be embedded in a broader media and communications strategy in Tanzania. The first steps have been made by the partners: they share resources and ideas, and work together in designing media and communication messages for advocacy.

*Recommendation:* The fellowship is one, quite crucial, element in Tanzania, but now that the second fellowship is taking place, it would be good to align this media interventions with the other media and general program interventions. the fellowship and its outcomes could be included in the ToC of Tanzania to show and further develop its contribution to the long-term institutional changes. Of course, this should be done with great care, since the independency of the journalists participating the program is essential for their and the program's credibility.

#### Strong partnership

One of the lessons learned in Tanzania is the value of a strong partnership. In Tanzania partners appreciate each other, respect each other's capacities and complement each other. Partners capitalize on each other's strengths. During the kick-off workshop partners associated the word FUN with the GIE program in Tanzania: besides working together, they also have fun together.

*Recommendation:* The partnership in Tanzania is cemented and capacitated, but they have only worked together in the current alliance since 2018 when JET and the Climate Actions Network Tanzania joined. If given the chance they could now and in the coming years start to harvest the seeds they have planted in the past two years.



# RENEWABLE ENERGY JOURNALISM FELLOWSHIP (2018-2019) *By Daniel Mwingira (Nukta Africa) & Maimuna Kabatesi*

## THE OUTCOME

In 2018 and 2019, 20 Tanzanian journalists gained a deep understanding of the energy sector in Tanzania and were trained in energy reporting, solutions-based journalism, data storytelling, use of digital tools in news production process, and in law and policies regulating renewable energy. This led to 48 TV, radio or newspaper stories in 2019 on renewable energy and the presence of one journalist from the fellowship, as the only African journalist, to the Climate Change Impact meeting in Berlin in 2019.

## THE STORY

In general people in East Africa are not really thinking about or discussing the issue of renewable energy. They also do not get very reliable and accurate news or information on the issue. There are hardly any human-interest stories. Hivos wants to improve both the quality and quantity of renewable energy reporting, assuming this will lead to an empowerment of people in East Africa on renewable energy. We organized one- and two-day trainings in Kenya and Tanzania. The trainings were well received. The journalists were content. But in the end, we were not. Of the 20 journalists trained per training, around four still reported on the issue after the training. We wanted to do something with a more lasting effect, and started looking for a media partner to develop a new program with in Tanzania.

The Energy Change Lab\* in Tanzania already organized different Energy Safaris. Nukta Africa\*\*, had participated in one of these safaris. Nukta Africa helps journalists to create impactful stories with new story telling techniques. Especially on those topics that have not been covered well, we encourage

journalists to use more data and digital tools to get a story that what we would call "a hidden story". The energy safari was very useful for Nukta since it offered new insights and a deep dive into a new area: renewable energy and climate change. Nukta wanted to partner with Hivos in a new media program on renewable energy since we feel especially on technical issues like renewable energy, journalists in Tanzania are not very competent. Journalists who are covering renewable energy, treat these stories as public announcements: They cover a press conference and they ask no detailed questions on how it would help citizens, how much would it cost and if it would be sustainable or not, which are all tough questions a journalist needs to ask. We feel it is important for journalists to develop an expertise, a special niche, then they get more data and they can survive in the media industry.

The media industry is in crisis. Online media, like Google and Facebook, attract a lot of the advertisements leaving the more traditional outlets with less budget to cover serious topics. The advertisers will not return unless newspapers, radio and TV stations diversify their content and also start publishing stories on topics like renewable energy. We even noticed that after publishing stories on their websites on renewable energy, the website attracts ads from renewable energy companies because of the automatically generated targeted ads. So, we have been telling editors in Tanzania, once you have more stories on renewable energy, you will attract more ads. This was partly why we could convince them to let their journalists participate in the program.

The lab suggested to invite Nukta to the GIE regional meeting in 2018 in ArRushaRusha, where we discussed and designed a new training with more long-term engagement enabling journalists to explore all developments on renewable energy, highlighting issues like productive uses of energy and the importance of gender equity and social inclusion. But we also wanted to create an opportunity to support fellow journalists in working with new digital tools and data storytelling. So why we designed a Renewable Energy fellowship of six months since changing someone is not a one-day affair. The six-month program knows four different components: an Energy Safari, a master class, a mentorship and a concluding field trip.

We wanted to start the training with total immersion into the issue of renewable energy, to get real stories from local people and really understand why this is such an important issue for them. So, we designed a special Energy Safari for journalists (which we now call a boot camp in the second fellowship). During the safari we observe together and discuss ways of covering different stories. For example, we say to journalists: this area does not have connection to the grid, so when you start driving to the area from town, tell the driver to measure the kilometers and share this information in your story. It enables you to visualize the distance of a certain communities to the grid.

About two months after the safari or boot camp, we have a masterclass. Not sooner, since editors would not allow journalists to be out for two weeks on end, but also not later, since we built on the knowledge gathered during the safari. This knowledge on

renewable energy is deepened during the master class. But we also teach them the newest storytelling techniques and tools. We teach them for example how to use data in energy stories, how to use digital tools like google earth that can show deforestation and we teach them how to analyze the issue instead of coming with a public announcement. The program was very full, maybe a bit too full, so for the second fellowship, we extended the masterclass with a day. The masterclass is a mix of learning and practice with experienced journalists and energy experts.

After the masterclass, all journalists went on a reporting trip which was funded by Hivos. After their pitch had been approved by the mentors, they went into the field alone for five days. They met local people and talked to local government officials and other stakeholders. After the trip they produced high quality reports. The reporting trip created independence in coverage, and tested whether they understood what we trained them in. Hivos paid for the trip, but did not in any way interfere with their work. We do not want to be seen as to be telling the journalist what he or she could report.

Seasoned journalists working with Nukta or in the Tanzanian media industry acted as independent mentors during the program. They supported the journalists during the fellowship, and especially during the reporting trip by sharing pitches and stories in google cloud or by phone. Mentors challenged journalists to go out of their comfort zones. They never edited stories. The journalists themselves and their editors are responsible for the content.

The first fellowship was very successful with 20 participants and 48 stories published. Over 180 and mid-career journalists applied for the fellowship. Hivos asked Nukta to make sure at least 50% of the select journalists was female. We were skeptical in the beginning, but in the end we selected more women than men for the fellowship. Overall the women were even better performers: they were more eager to learn, and maybe they were also encouraged by the high number of female participants. A majority of the journalists selected were newspaper journalists (12). In the end only one of the selected journalists did not publish any story after the fellowship.

The energy safari was slightly disrupted because of a few more senior journalists demanded per diems for the training. In Tanzania journalists often receive payments for attending trainings, but Hivos policies state we could not pay them, so we did not. In the end four journalists even left the program because they were not paid per diems. For the second fellowship, we have now only selected young and mid-career journalists since it is more likely they see the training as an opportunity for learning.

After the fellowship we encouraged the journalists to keep on attending trainings and find more stories and sources. Hivos also seeks opportunities to expose them to energy forums and other energy meetings. We think it is very important for the journalists not only to understand the content but also the regional and global conversations on energy. For selected regional and international sessions, we invite

journalists from our program to participate. Before attending, we discuss the topics of the meeting and the program. The journalists, who come from different countries, usually work together really well during these regional and international meetings and learn a lot from each other as well. One of the more successful journalists from the program is Jenifer Julius. Jenifer was a role model for the fellowship: eager to learn and she reached out to her mentor very actively. In the end she was selected, based on her fellowship stories, as one of three journalists in the world to attend the meeting on Climate Change in Berlin in 2019.

When we look back at the one-off trainings we did, and the fellowship, the big difference is that for each one-off training you get two to three champions that are still producing stories after the training ends. After the fellowship on renewable energy, many more journalists keep publishing stories after the fellowship ended. Stories that are read by energy consumers in regional and local media, but also by decision makers in the capital.

\* The Energy Change Lab in Dar es Salaam is program of Hivos and IIED: The Lab works with pioneers and change-makers to create an energy system that is sustainable and people-centered.

\*\* Nukta Africa is a digital media and technology company in Tanzania. They are hired by Hivos as a consultant to implement the renewable energy fellowship in Tanzania.

# CHAPTER 5: SYNTHESIS

## 5.1 INTRODUCTION

This chapter presents the main conclusions and learnings from the GPA analysis (chapter 3) and the Case Study Analysis (chapter 4). The conclusions are structured following the criteria relevance, effectiveness, efficiency, and sustainability, as well as the cross cutting GIE topics GESI and climate change. The learnings are presented according to specific topics, as identified during the evaluation process.

## 5.2 CONCLUSIONS

### 5.2.1. Effectiveness

#### Conclusion on L&A outcomes

#	OUTCOME	Level of Achievement
<b>Long Term Institutional Change</b>		
1	Five national governments display increased transparency and accountability on policies, implementation and energy financing including allocated budgets and actual spending. (2)	
2	Five national governments have adopted and are implementing policies to make energy systems (grid/off grid) more green and inclusive (gender included). (5)	
3	Five national governments apply for and use Climate Finance for the development of green and inclusive energy systems. (0)	
4	Five national governments have created a supportive investment climate for private sector development in renewable energy. (3)	
5	Five national governments have increased investments in domestic renewable energy and have reformed detrimental fossil fuel subsidies. (2,5)	
6	Five national governments create space for CSOs and include them as stakeholders. (8)	
<b>Intermediate Level Outcomes</b>		
1	Governments join multistakeholder dialogues	
2	Governments increase transparency and accountability (T&A).	
3	Media reports on green and inclusive energy, role of CSOs and accountability.	
4	Stakeholders are inspired by innovative examples.	
5	CSOs and Renewable Energy MSMEs cooperate to strengthen demand for a supportive investment climate and finance for GIE.	
6	Energy users (both consumers and private sector) demand adequate energy services from the government.	
7	Utilities respond to claims and accept dialogue and accountability.	

Considerable progress has been made with the achievement of the long-term *institutional outcomes*, particularly regarding the creation of space for CSOs and including them as stakeholders. This is very positive and fully in line with the collaborative advocacy approach of the GIE program and underlining the high level of legitimacy and credibility of GIE partners. Even though three outcomes were partially achieved, this does not mean no steps were taken to achieve the outcomes fully. For instance, policies were adopted, but there is still a need for follow up to ensure the implementation of the policies. The outcomes which were not achieved are related to investments and the use of climate finance for RE, and the reform of detrimental fossil fuel subsidies, both very difficult outcomes to achieve taking into account the duration of the program and the fact that in some countries and the global level, part of the work on these topics was removed from the TOC or the actual interventions.

The GIE program also achieved very important *intermediate outcomes*, notably the involvement of governments in multistakeholder initiatives with CSOs, the increase in transparency and accountability, and the active role of the media in reporting on GIE. All these outcomes contribute to strengthening the strategic position of GIE partners and allies which will improve future advocacy on the implementation and control of RE policies. Also, additional, unexpected outcomes were identified, indicating a stronger positioning and L&A of GIE partners. The only point of attention is the need for further strategizing on how to engage with the different parts of the private sector to strengthen the demand for a supportive investment climate and finance for the development of GIE products and services and to strengthen work with consumers or consumer organizations (while noting that consumer organizations are weak or absent in many of the countries) around demanding adequate energy services from the government. Also, the program has not been able to influence energy utilities to respond to claims and accept dialogue and accountability.

The main contributing factors to achieving the L&A outcomes are:

*Partner ecosystem:*

- *Nexus partners:* The complementary roles and relevant L&A and nexus expertise areas of partners helped to achieve program objectives, by opening up space for advocacy beyond the usual energy stakeholders and targets. The nexus partners represent different sectors and constituencies and as such broaden the program's sphere of influence. Through the involvement of non-energy organizations and institutions, L&A on DRE was strengthened, and the credibility and legitimacy of the L&A interventions was increased.
- *Media partners:* These contributed to increased public pressure on key targets, through increased public awareness and sensitization of both the public and political target audiences.
- *Networks of informal CSO partners:* Partners in these networks helped to strengthen L&A and to create more space for civil society.

*Effective program strategies:*

- Collaborative advocacy: The focus on insiders and on dialogue was effective as it created, and made use of, the necessary (civic) space for influencing. Building longer term relations with key decision makers offered many opportunities for information exchange, trust building and acceptance of proposals. Capacity building and training of decision makers was an important strategy to increase credibility and legitimacy, and to strengthen relationships.
- Linking local-to-global: Linking local L&A to national, regional and global L&A was effective and empowered local and national organizations to become involved in the global GIE debate. It also created spaces for influencing higher level stakeholders to open up, invite and listen to community-based stakeholders. The link between local and national remains

important to ensure proper implementation of policies, even though this is not always specified in the TOC.

#### *L&A Interventions (strategy mix):*

- GIE partners used a combination of different L&A strategies most appropriate for the specific contexts in each country. The most important interventions across all countries were (1) direct lobby & policy work, (2) activation and facilitation of allies and alliances through networks and the multistakeholder approach, and the intervention most strongly emerging in importance was (3) media work, as a means to create more awareness, sensitization and public support for GIE.
- The focus on the media (offline and online) created (interactive) space to raise DRE awareness of the general public in a politically neutral way and contributed to the understanding of the linkages between energy and other sectors such as health and agriculture. It also contributes to more transparency by providing information on DRE to all, thereby facilitating accountability processes.
- The combination of "neutral" media work with constructive lobby & policy work (based on evidence) engaged stakeholders and decision makers at all levels and made them more open for collaboration on GIE issues, particularly in multistakeholder settings.
- The trainings on GIE issues enhanced the active engagement of both civil society stakeholders as well as public sector decision makers, and strengthened collaborative advocacy.
- Alliance building and networking were key for the nexus approach and contributed to communicating the L&A messages to a broader audience, including non-energy stakeholders.

#### *External factors:*

- DRE issues are on the international agenda and there is an increased awareness and concern of the general public around climate change. This facilitated agenda setting around GIE issues by CSOs, as there is already an existing (global) policy framework which requires national adjustments and adoption.
- Decentralization: In several countries the responsibility for energy was decentralized, providing opportunities for GIE partners to offer technical support with policy adaptation and implementation. Decentralization processes were also seen as a means to overcome corruption scandals and scandals surrounding faulty products and by improving accountability with local decision makers and tracking if policy implementation.

#### *Internal factors:*

- The flexibility of the GIE program in terms of overall management and capacity strengthening of partners on L&A provided the necessary space and independence for country and global staff to adjust strategies to emerging opportunities, and for partners to follow their own agendas within the overall agreed GIE framework, making better use of their strengths. It also contributed to an enhanced capacity of partners to take advantage of L&A activities.
- The advanced learning capacity of and/or process within the GIE program contributed to critical (self) reflections on strategies and approaches and made it possible to make necessary and timely adjustments to remain effective.
- At the global level the active involvement of MoFA was an important contributing factor to obtain the outcomes on the global level.

The main factors which impeded achieving the outcomes are:

*External factors:*

- Political environment: Political instability, general elections, insecurity and staff changes in government institutions hampered and delayed the implementation of L&A interventions.
- Reduction in civic space: In some countries such as Nicaragua and Tanzania, the ongoing reductions of civic space made it more complex for Hivos to implement L&A interventions, which demanded additional reflection and energy of GIE partners to look for suitable alternative strategies and approaches.
- Energy resources: The discovery of fossil resources (oil, gas), the interest of Dutch embassies to support oil companies and investments in for example hydro dams diverts economic and political attention away from DRE development.

*Internal factors:*

- One-year contracts and disbursements: Various problems with one-year partner contracts hampered and delayed the implementation of L&A interventions in various countries and affected the partnership.
- GIE partners removed T&A focused interventions from their TOCs, as working on T&A is often aimed at scandals and as such, conflicts with the goals and tone of the program which is positive and solutions oriented. Even though an understandable decision, it also meant that certain outcomes were not fully achieved.
- Limitations of collaborative advocacy: Due to the limited civic space, it is difficult for GIE partners to either openly criticize the interests of powerful gas and oil companies or criticize advocacy targets' decisions, by advocating for a reduction on fossil fuel subsidies (which was an initial objective) or to advocate for more transparency and accountability.
- Partnerships with RE businesses: This proved to be difficult as partners are not always used to working with the private sector and there are sometimes conflicting interests. Partners can find it challenging to find entry points for strategic collaboration, which is time intensive and cumbersome, while often not leading to clear outcomes.
- In general, five year is a short period of time to achieve the long term institutional changes as formulated in the TOC, especially since they not only refer to policy change but also implementation, which requires a next round of different L&A strategies.
- Not all outcomes for the program period have been harvested yet: there are particularly many intermediary outcomes harvested. It is expected that in 2019 and 2020 more long term institutional changes will be harvested.

**Conclusion on capacity development on L&A**

In the GIE program and strategies, there is not always a clear distinction between capacity development interventions and advocacy; often both the partners and key advocacy targets were participating in capacity development sessions on GIE, and this has worked well. There were capacity assessments as basis for capacity development, however, interventions were primarily based on needs identification during (international) meetings, or GIE staff indicated what they observed partners could improve on. Main methods used were peer to peer training sessions, coaching and on the job training.

The capacity development interventions have contributed to important changes in the L&A capacities of GIE partners and allies: particularly the strategic use of research, the gender-energy nexus approach, and direct lobby and policy analysis. Also, the capacity development (trainings and workshops) on GIE issues and the interlinkages with nexus topics and the role of the media / energy reporting (peer to peer sessions) were essential in the context of the whole program. The regular TOC reflections served as a form of action learning / capacity

development and as such, helped GIE teams and partners to strategically steer their L&A interventions. GIE partners also received support on strengthening their internal ways of working, and improving their positioning and thought leadership during the regular (annual) meetings with Hivos staff and partners, IIED and internal (peer to peer) capacity development. GIE partners received support from IIED to strengthen collaboration with beneficiaries. During the course of the program, there was a shift from expert trainings to peer to peer trainings and the latter were perceived by partners as most effective.

Topics that were not covered by the capacity development, but which could have strengthened the program even more, are: Storytelling, social media engagement, the production of visual materials, innovative and daring L&A interventions, as well as the development of SMART L&A objectives. Furthermore, topics like coalition building and coalition leadership were not part of the capacity development but could have enhanced effectiveness.

CAPACITY DEVELOPMENT OUTCOMES AND LEVEL OF ACHIEVEMENTS		
1	CSOs have increased their ability to provide constituencies with relevant information and articulate their energy needs to effectively demand reliable, green and affordable energy and enabling policies and financing. Connected intermediary outcome: CSOs have knowledge on the connection with the energy agenda and the role of citizens	
2	CSOs have increased their ability to analyze and advocate for the improvement of women's and marginalized group's positions regarding energy services, finances and policies. Connected intermediary outcomes: CSOs (in cooperation with Hivos, ENERGIA and IIED) understand the international linkages in energy, CSOs have knowledge on the gender dimensions in energy.	
3	In each country one lead energy CSO and one other CSO have increased the ability to implement effective L&A strategies and act successfully as legitimate and knowledgeable voices in debates on energy policies + practice. Connected intermediary outcome: CSOs are accepted as legitimate and credible voices in the energy debate	
4	CSOs have increased their ability to use the ongoing energy transition process to support the agenda for active citizenship.	
5	CSOs (energy and non-energy) have formed influential networks with other CSOs and with relevant stakeholders. Connected intermediary outcome: CSOs have the skills to network.	
6	Leading CSOs are able to influence and network. Connected intermediary outcomes: CSOs have knowledge on innovative and effective L&A strategies, CSOs act as sparring partners and are a source of information on civil society for the Dutch embassies.	

Three capacity development outcomes have been fully achieved: partners understand the connection between the energy agenda and the role of citizens, have the ability to provide information and articulate their needs, partners have increased their L&A capacities and are seen as legitimate and credible voices in the energy debate, and partners have the skills to network and have formed influential networks. Important steps have been made towards partners using the energy transition process to support the agenda for active citizenship. Most activities were however indirect, for example through media work. Although partners have increased their ability to analyze and advocate for women, this outcome was not fully achieved for marginalized groups (see also 3.2.8), largely due to a strategic decision and this explains the *happy smiley*. Lastly, although we found GIE partners were able to influence and

network, using approaches such as interactive broadcast, social media (mostly WhatsApp and Facebook) but also through organizing workshops or other network meetings. However, it was difficult for the embassies to be a sparring partner for the GIE program due to lack of interest or time to work on SDG7.

The following aspects contributed to the effectiveness of the capacity development interventions on L&A:

- Tailor made interventions: Capacity development was based on specific needs of partners, at the right moment in time to be effectively used for L&A, for instance just before and during L&A interventions.
- Right content: The content was aligned with the needs of partners and not too technical and delivered in a participatory manner.
- Right delivery: Most sessions were highly participatory and delivered and facilitated by peers from within the GIE program or from allies, e.g. journalists. This contributed to joint reflection and exchange of best practices.

The following aspects have possibly limited the effectiveness of the capacity development interventions on L&A:

- The limitation of peer-to-peer capacity development is that shared blind spots can't be overcome.
- Additionally, capacities and skills that are not present in any of the partners (e.g. strong power analysis skills or strong online campaigning skills) - or present but not sufficiently strong - cannot be transferred.
- There was not always clear insight into what different capacity development interventions would have been appropriate for the individual, institutional and partner-ecosystem level.

## 5.2.2. Relevance

Looking at marginalized people (notably women), the environment / climate change and the global context, the following observations can be made:

### *Marginalized people, notably women*

There is broad internal and external acknowledgement of the relevance of targeting women as they bear the burden of the negative impact of the lack of (clean) energy and as changemakers. According to interviewees, the full integration of women in decision making at all levels does not guarantee that the needs of rural women are indeed taking into account the changes achieved by the GIE program are essential to ensure women's active engagement in L&A and in the leadership in civil society and within the public and private sector. Particularly, an enhanced number of women in DRE technology development, women entrepreneurs and female journalists reporting on GIE issues will contribute to not leaving behind women in remote areas.

### *Environment/ climate change*

GIE staff and partners succeeded in mainstreaming climate change into their programs and interventions, particularly related to DRE and clean cooking. There is still an urgent need however for a better framing of the link between DRE, the environment and climate change at local, national and global level.

With the uptake of improved cook stoves, the contribution to the environment is that there is less firewood being chopped locally, contributing to less damage to forests, as well as reducing CO2 emissions through more efficient use of biomass (or use of gas).

### *Relevance of program in current (global) context*

The GIE program remains very relevant in the context of the Sustainable Development Goals (SDG) adopted by the UN in 2015, particularly SDG7: Ensure access to affordable, reliable, sustainable and modern energy for all; and SDG7.2. Increase substantially the share of renewable energy in the global energy mix. Equally important, meeting SDG7 may be a precondition for achieving the other SDGs. Different GIE countries have subscribed to these SDGs and are actively working on the formulation and implementation of policies to meet the SDGs.

### **5.2.3. Sustainability**

The evaluation looked at the following aspects of sustainability:

#### Policy and practice change

In most GIE intervention countries, as well as at the global level, important changes have been realized at policy level, but continued advocacy from GIE partners and allies is essential to ensure proper implementation, transparency and accountability practices. In most intervention countries, GIE partners seem to have obtained a good positioning to play this role.

#### Continuation of L&A interventions of partners

In most GIE intervention countries, and at the global level, there is a capacity to be able to continue with L&A on DRE, as well as the required positioning from partners. Also partners in some countries have cooperated really well in the past years, and have established a firm partnership they feel they can continue to rely on. At the same time, especially in countries where Hivos was implementing, partners seem to rely on Hivos to lead and seem to cooperate less well. They also seem to rely more on Hivos to fund. So when other funders come, they might change their priorities.

#### Multiplier effects

GIE partners tried to achieve a multiplier effect to scale up the promising results of small, local interventions and achieve more impact. This was done via the development of champion strategies or via trained GIE advocates and journalists who can become change makers and train others to spread the GIE messages. Although highly successful innovations or models might be picked up by others, to ensure effective upscaling, accompanying L&A interventions are necessary. In the GIE program this was ensured by: 1) integrating scaling up interventions in the structural plans of the GIE partner organizations, 2) realizing L&A towards higher level governmental institutions to accommodate the necessary activities and 3) establishing cooperation with allies.

### **5.2.4. Efficiency**

To assess the efficiency of the program, the evaluation looks at efficiency at program level, the efficiency of L&A interventions and the spending of the program.

#### *Program level efficiency*

At the program level, efficient use of available resources was ensured and monitored through regular communication between different relevant GIE Program staff, and between program staff and the partners. Information was shared using the financial system Osiris. The set up worked well and GIE partners appreciated the program management in general, the timely response to questions, and the transparent and participatory engagement when developing plans and budgets.

The use of resources was perceived as good, the only limitation mentioned was the slow transfer of resources as this “affected implementation and weakened the partnership”. Other issues affecting the program efficiency were related to the fact that some partners are not in the same country as the Hivos Hubs which make financial and administrative procedures more complex, limitations of Osiris to provide the necessary information timely, and the discussion of financial issues by various staff members in different meetings. Even though some external and internal stakeholders in different countries thought the program was “spread too thinly”, and more impact could have been achieved if the program operated in less countries with less partners, the fact that GIE operated in numerous countries with a wide variety of partners did contribute to strengthen the GIE visibility and messages at local, national and international levels.

### *Efficiency of the L&A interventions*

To assess the efficiency of the L&A interventions within the program, a stakeholder efficiency rating was planned with external and internal stakeholders in the case study countries. Due to the COVID-19 pandemic outbreak, only a partial assessment (via a digital platform) with internal stakeholders was carried out in Tanzania. The outcome of the efficiency rating in Tanzania shows that interventions on media, research and lobby & policy work are valued by partners as most impactful, but also required most investments. But more importantly, the analysis with the partners shows it is very difficult to assess individual interventions for its efficiency, since in carefully designed lobby strategies the interventions are all interrelated.

In general most efficient are interventions that trigger a multiplier effect: the champion strategy used by different countries could be very efficient if others copy the approach, but in many instances it is still too early to see whether the champion strategy has really worked.

### *Spending*

During the first few years, the program experienced an underspend. This was due to political circumstances, slow delivery of research by external consultants, staff turnover and delays in contracting partner organizations due to additional requirements of the MoFA. Resources were transferred to following years (particularly to 2019) when an alignment took place and most regions and Global carried out additional activities. Up to the first quarter of 2020, most GIE partners were in line with the implementation of their activities, but due to the COVID-19 pandemic there is currently a delay. There was no problematic overspend of the yearly budgets.

### *Learnings and adjustments*

Bottlenecks and best practices were identified early by the program due to the regular exchanges. Many were solved due to the flexible nature of the program. Hivos is considering and/or implementing the installation of a new financial and administrative system and to establish project teams to improve monitoring by ensuring direct contact between the financial officer at Global Office and the Hivos hubs. Also, individual GIE partners learned from the exchanges and experiences and adjusted their ways of working.

## **5.3. LEARNINGS & RECOMMENDATIONS**

The main learnings from the evaluation process as well the learning webinar (held on the 19th of June 2020) are the following:

### Usage of TOC

The main benefit of how the TOC was used in the program was that it could be adapted to the

specific contexts of each country and the global level, and that the TOC facilitated agile steering of the advocacy programs, as it does not require rigid planning and reporting. Some challenges with the TOC were that it was in some cases formulated too ambitiously, with long term change objectives, and sometimes also intermediate outcomes, that are not (nearly) achievable in the program span of five years. Another learning is that the champion strategy was not always explicitly mentioned in the TOCs.

*Recommendation:* It is recommended to make champion strategies more explicit in the TOC as this will also help to identify how this approach is embedded in the rest of the strategies. (More) capacity development on TOC design is therefore recommended. It would also help some countries to formulate objectives on a more achievable level.

#### Multistakeholder approach

As the case study shows, the multistakeholder approach has been effective on the global level, as it leveraged influence with international institutions, which would otherwise be less open to the voice of (just) civil society. For example, it helped Hivos and some of its allies from the Brooklyn Coalition to become members of the SDG7 Technical Advisory Group, which opened up the opportunity to contribute to policy briefs for the HLPF review of the SDGs. Having southern governments on board was important, especially with Kenya being a champion country. The key challenge was to keep the private sector engaged. At the national level, the multistakeholder approach was also successful, for example in the case of Zimbabwe where policy dialogues with GIE partners and private sector parties contributed to the removal of duty waivers on solar panels.

*Recommendation:* The multistakeholder approach should be continued. Where relevant, engaging southern countries in global MSA work is advised, as well as trying to engage a champion. Trying to link the policy process to concrete projects is one recommendation to keep the private sector more engaged.

#### The nexus approach

The approach resulted in many benefits in terms of opening up new entry points for L&A, especially in the context of reduced civic space, and it also contributed to a more compelling narrative and reaching new audiences. A challenge at times was to sufficiently build the DRE knowledge and skills of the nexus organizations within the set time frame, and to get the nexus organizations, with their different agendas and strategic priorities, behind one joint advocacy agenda.

*Recommendation:* Continue to seek for opportunities for nexus advocacy, but to make a better assessment of the capacity building needs and if needed, also include other advocacy skills building and capacity development on doing advocacy as a coalition. Hivos should give extra attention to ensuring clear coalition leadership and coalition building.

#### Media

The two case studies show that the increased focus on media interventions worked well in combination with the collaborative advocacy approach and in the contexts of shrinking civic space. Media work has particularly been important for agenda setting with policy makers and innovative awareness raising via radio, WhatsApp, trained journalists, etc. with electricity consumers. This indirectly contributed to citizen agency - for example by producing content for interactive broadcasts. The media, particularly good quality reporting, continues to play an important watchdog role in the implementation of new energy policies.

A one-off training of journalists proved not to be very effective nor sustainable. The Renewable Energy Journalism Fellowship in Tanzania is designed in such a way that the journalists produce different publications during the fellowship and are more likely to continue producing these stories after the 6 months fellowship.

In most media interventions the participation of women lagged behind. This was not the case

in Tanzania, where in the selection procedure there was a special focus on women, since the target was set at 50% female participation, resulting in more female than male participants.

*Recommendation:* Media work should contribute to and be aligned with other interventions. A communication and media strategy per country would be recommendable, identifying what strategic goal should be achieved with media work. Creating awareness demands different communication and media channels (predominantly radio) than holding decision makers accountable (quality newspapers). Also, more can be done by mobile phones and social media to share information on best practices and innovative technologies. If Hivos were to export the fellowship to other countries, it would be advised to follow the flow of the program as designed in Tanzania and to be ambitious in reaching out to female journalists.

#### Communication & Mobilization

Compared to the efforts going into the media strategy, the attention for a public communication strategy lags behind. For example, the global publication that was developed around messaging and framing, was not picked up at the country level. Even though there is general consensus that communication is key, there is room for improvement, notably on the country level. Related to this, there is no public engagement strategy to activate relevant citizens or solidarity groups to create (positive) pressure on decision makers and to demonstrate legitimacy and contribute to increased levels of Citizen Agency.

*Recommendations:* The recommendation on communication would be to have more communication expertise involved in the strategic design phase, especially at the level of the countries and the partners, to ensure a clear context specific narrative, with clearly defined target audiences. It is also recommended to encourage that the insights from global publications by Hivos, such as the Climate Outreach report on GIE communication, are used on the country level and feed into integral communication, media and public engagement strategies. The recommendation on public engagement is to build on the experience of this program and explore how Hivos and partners can take this one step further - for example by looking at the Supporter Journey model, where target audiences (even if small groups of beneficiaries or solidary groups) are taken on a journey from awareness raising, to changing attitudes, to taking action. These actions could be e.g. online or offline constituencies give positive praise for pushing positive solutions just a bit further, putting decision makers in the spotlight in a positive manner, or standing in solidarity with good initiatives.

#### Champion strategies

The champion strategy was not always presented very clearly (or at all) in the TOCs. As such, it was not always clear how the champions (models or best practice examples) would be either replicated in other geographies or would leverage change on the national (policy or investment) level. An important learning from the learning webinar was that it is good to distinguish between champion strategies that aim to demonstrate solutions for DRE (technical, or on the level of systems or policies) and champion strategies that aim to be inspirational.

*Recommendation:* It is important for future champions strategies to make the above distinction, to ensure that both the way the champion project is designed, as well as the related advocacy interventions, are in line with the aim. For that purpose, it is also recommended to make the strategic intervention logic more specific and clearer in the TOC.

#### Collaborative advocacy

In the context of shrinking political space, the collaborative advocacy approach has worked well. Especially on the topic of decentralized renewable energy, where joint solutions can be sought in dialogue with decision makers in a non-politicized way. The collaborative approach also worked well for the nexus advocacy, as this was aimed to influence in spaces with little resistance and opportunities for collaboration.

The approach, however, also has its limits as there is always a tension between collaboration and dissent. This is particularly challenging when advocating for the reduction of fossil fuel subsidies. It is therefore recommended that in the future, Hivos defines its objectives in terms of “more investments in DRE” and not in terms of “reducing investments in fossil fuels”, as the “lobbying against” approach is not where Hivos sees its own role. Various stakeholders highlighted the importance of continuous reflection on whether seeking (behind the scenes) collaboration or strategic alignment with more activist groups is required to exert some additional pressure in areas where this is needed. This reflection has happened over time, and in a few cases, there was such collaboration. In most cases, however, Hivos decided that this would not contribute to the effectiveness or it could jeopardize their relations with the government.

Although media cannot partner to be “a collaborative advocate” as they have to report in an unbiased manner, they could work complementary to the GIE program and the program can strategize to include their role. Media naturally have a watchdog role (still evidence based), to keep the government, relevant ministries as well as parliament, accountable and exert pressure when necessary. Even though most countries and the global program removed work on transparency and accountability from their TOC or work plans, because they felt this would require more confrontational advocacy, some interesting results were achieved in a few countries, for example in Tanzania by using budget tracking.

*Recommendations:* As the collaborative approach has worked well, it is recommended to continue to invest in the collaborative relationships in the program countries and the global level. For future work on investments, it is recommended to define objectives in terms of “more investments in DRE” and not in terms of “reducing investments in fossil fuels”, as the “lobbying against” approach is not where Hivos sees its own role. In developing a media strategy for each country, as part of the overall advocacy strategy, it is advised to strategically align with the role of media, also making use of their role of watch dog, to ensure decision makers are held accountable and the policy development and implementation is inclusive and participatory. It is recommended for future programs to continue to reflect on opportunities to work on Transparency & Accountability through the collaborative advocacy approach. It is recommended to continue the regular joint reflection on the collaborative advocacy approach to identify the boundaries of the approach in each context and the possibilities for dissent, and for interchanging dialogue and dissent over time, as needed.

#### Gender Equity and Social Inclusion (GESI)

Working on gender demands other capacities and strategies compared to working on social inclusion. There was no targeted work on specific marginalized groups such as indigenous communities or disabled people, and this was not part of the strategy either. The target groups were women and rural poor and rural communities.

*Recommendation:* The program needs to redefine the target groups, defining marginalized groups more narrowly and specify that it works predominantly on gender equity.

#### Partner ecosystem

An important contributing factor to the success of the program is the mix of well-established partners with very specific, complementary expertise. In most countries a partnership of gender, energy, media, climate, private sector and other nexus organizations was established. The reasons for this were that it created new entry points for lobby (as other interest groups could be included in the strategy), who could also act as an ally towards other targets, and because it helps to develop a compelling public and advocacy message, which translates the otherwise technical topics of decentralized renewable energy into a story of human interest, economic development, public health and the position of women. In other words, it transforms the program narrative into a story that people can relate to. Shifting the narrative

from just DRE (implicitly against fossil fuels, politically a polarized topic), to a regional development issue, also contributed to opening up civic space.

*Recommendation:* Continue exploring the boundaries of establishing diverse partner ecosystems without losing focus on the L&A long term and intermediate outcomes.

#### Private Sector

During the Kenya meeting in 2018, it was stressed that working with the private sector was often time intensive and cumbersome, while often not leading to clear outcomes.

*Recommendation:* If a deliberate choice is made to work with the private sector, it is important to further strategize to better understand renewable businesses and their interests and motivations, so that the program can find better ways to engage them, by catering better to these interests - while ensuring that the engagement is strategically focused. This can be achieved by co-creation of strategies, for example by working in a multistakeholder initiative. Another option, if the strategy is not fruitful, is for example to collaborate with others who are better placed to collaborate with the private sector.

#### Flexibility of GIE

By default, L&A strategies are highly dependent on changes in the external context and as such, should be constantly adjusted to new realities. The GIE program was managed in a way that made this possible: with flexibility in budgets, with an adjustment of the generic TOC to country TOCs, but also by allowing countries to adjust their TOC annually and allowing partners to operate flexibly as well. The structures and procedures were appropriate for an L&A program.

*Recommendation:* Continue the improvement and strengthening of appropriate structures and (financial and reporting) procedures for L&A programs.

#### GIE as a learning program

The internal learning was perceived to be very good and contributed to important adjustments, new insights into new stakeholders, and identification of L&A opportunities. As a result, GIE became and remained influential in each country and at global level. The internal learning also contributed to keeping partners on board and to maintain levels of participation because each partner continued to have an important stake / interest.

#### Partnership with Dutch Ministry

During the implementation of the program, the cooperation with the IGG of the Dutch MoFA advanced, but the involvement with the embassies depended on country and topic. At the global level and in the Netherlands, there was good and successful cooperation between the program coalition and the MoFA. There was less reporting on whether this cooperation is also seen as useful on program country level and whether the fact that energy projects have been phased out by embassies (whose main interest seems supporting oil and gas explorations) has impacted on the cooperation. But in general, the embassies were too small to have energy representatives, making it more difficult for GIE partners of staff to connect or collaborate with the Dutch embassy.

*Recommendation:* Continue to invest in the relationship, the collaboration and the strategic alignment with the Ministry. Seek for possibilities to work with embassies, by identifying opportunities in countries where the embassies take up a more supportive role towards DRE.

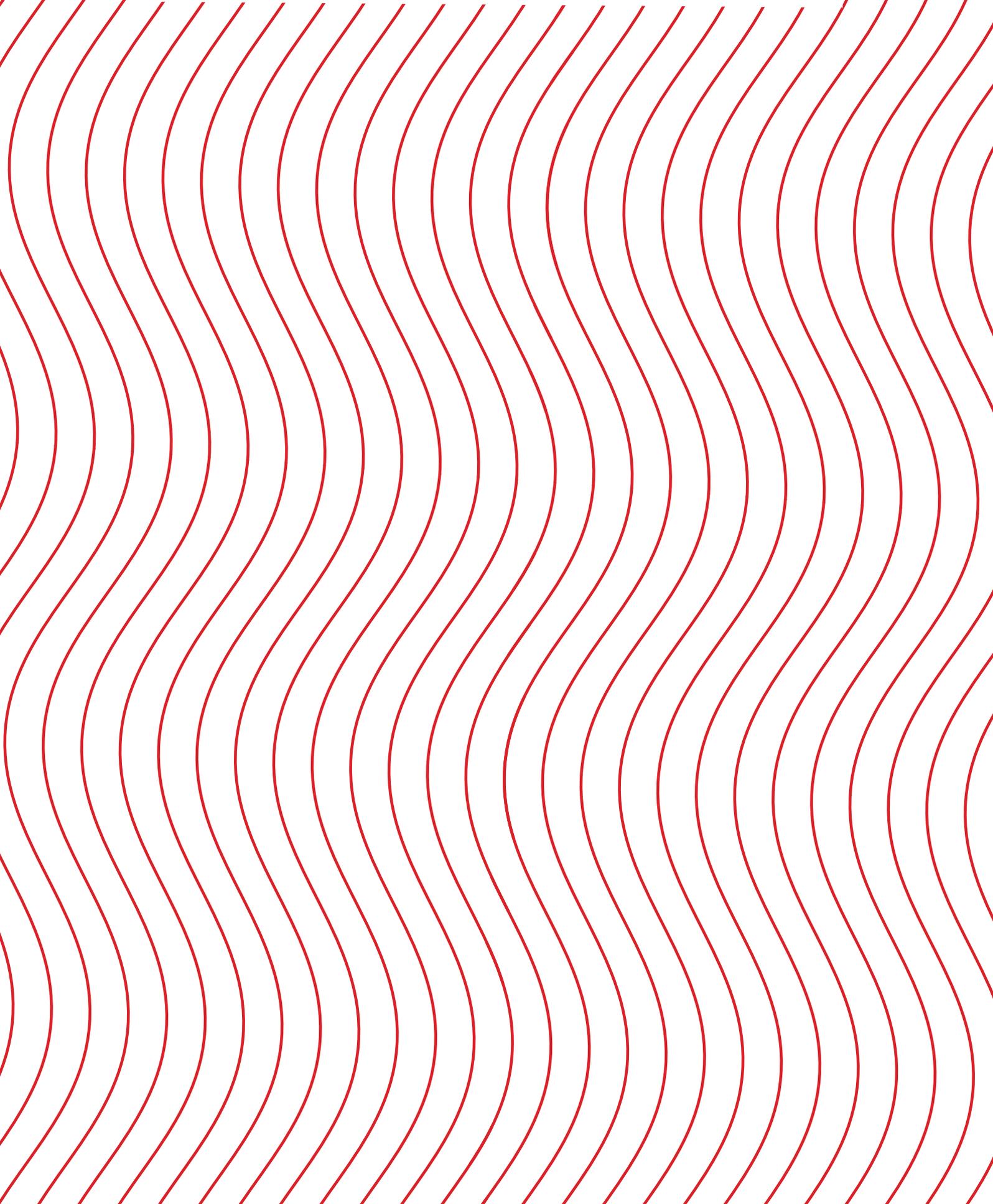
#### Capacity Development

Peer to peer and on the job capacity development worked best, as well as enabling partners to take the lead in the development and implementation of L&A interventions. Also, the exchanges between GIE staff members and partners from different GIE intervention countries proved to be effective. However, care needs to be taken as possible blind spots may exist or

arise. Also, capturing the progress made with the capacity development on L&A proved to be difficult at the individual, institutional and partner ecosystem level.

*Recommendation:* It is recommended to review the capacity assessment method, and to include (I) advocacy expertise (broader than lobby and policy work, also including e.g. communication and media expertise) for the individual partners, as well as for the partnership as a whole (to ensure complementarity and avoid gaps), (II) joint advocacy capacities, e.g. on collaboration and joint strategizing, and (III) coalition building and leadership (in countries where joint advocacy is part of the strategy). Regarding the measuring of outcomes, the development of an overall (GIE program level) template and consistent process for capturing the results of capacity development on L&A is recommended.

# ANNEXES



# ANNEX 1A

## TERMS OF REFERENCE

<https://docs.google.com/document/d/1mYPX0UKRgZrKMVcgUQJz6yUC0Dh9lpqbNhBAmwKDE5g/edit?usp=sharing>

# ANNEX 1B

## INCEPTION REPORT

<https://docs.google.com/document/d/1wObnC4KYloswjHmBr9dBXZU7WrTZFxOqYlg7NXtsSb4/edit?usp=sharing>

# ANNEX 2

## Generic GIE TOC 2016

<https://drive.google.com/file/d/1lVSymfEp8VEso8Zc4QXAKD5runsmhH9N/view?usp=sharing>

# ANNEX 3

## Generic GIE TOC 2018

<https://drive.google.com/file/d/1lVSymfEp8VEso8Zc4QXAKD5runsmhH9N/view?usp=sharing>

# ANNEX 4.1 GIE PROGRAM

## List of interviewees

TYPE	ORGANIZATION	NAME
CAC	Hivos GO	Eco Matser
CAC	Hivos GO	Rita Poppe
CAC	Hivos GO	Wenny Ho
CAC	Hivos GO	Karel Chambille
CAC	Hivos GO	Sander Laban
CAC	Hivos GO	Nienke Smidtman
CAC	IIED	Ben Garside
CAC	ENERGIA	Sheila Oparaocha
GIE	Hivos Central America	Alexandra Arias
GIE	Hivos Southern Africa	Mike Maketho
GIE	Hivos Southern Africa	Kevin Mazorodze
GIE	Hivos Southern Africa	Cathrine Tsitsi Mashayamombe
GIE	Hivos East Africa	Maimuna Kabatesi
GIE	Hivos East Africa	Mary Kuira
GIE	Hivos East Africa	Caroline Wahome
GIE	Hivos East Asia	Henriette Imelda

## Documentation

<https://nextcloud.hivos.org/index.php/apps/files/?dir=/End%2Evaluation&fileid=25637>

CATEGORY
Generic program documents
Capacity Development and assessment per country
Annual plans and budgets
Annual reports
Base line reports
Financial reports
Learning questions
Meeting reports
Narrative Assessment stories
Partner list
Outcome Harvesting Data
Thematic Publications
Country specific documentation

# ANNEX 4.2 GLOBAL CASE STUDY

## List of interviewees

TYPE	ORGANIZATION	NAME
Hivos	Hivos GO	Eco Matzer
Hivos	Hivos GO	Rita Poppe
Allies	ENERGIA	Sheila Oparaocha
NGO	SNV	Rianne Teule
Government	GIZ	Sofja Giljova
Government	Govt of Kenya	Paul Mbuti
Private Sector	Selco	Sarah Alexander
Government	Netherlands govt	Frank van der Vleuten

## Documentation

NAME	DATE
SP Energy GO Team Capacity self assessment	10th March 2017
Global TOC 2016 - 2018	2018
Baseline/ Inception report	-(No date)
Capacity Assessments for Partner CSOs, Strategic Partnership – Green and Inclusive Energy (Indonesia)	March 2017
Annual plans and budgets 2017 – 2020 (including Indonesia)	2017 - 2020
Annual reports (including Indonesia)	2016 - 2018
Financial reports GIE program	2016 - 2018
Learning questions	April 2017
GIE meeting report Amsterdam	4-5 Dec 2017
SP-Energy team meeting report, Wijk aan Zee	16-17 May 2019
SP-Energy team meeting report, Kenya	29 Oct – 2 Nov 2018
SP-Energy team meeting report Fishkill, NY	7 – 9 April, 2017
Outcome Harvesting, Cumulative List GIE	20191016
Program Document GIE, Chapter 3	23 July 2015
Lobby & Advocacy Approach to GIE	May 2019
Media as a catalyst for promoting GIE	July 2019
Narrative Assessments Global	(No dates)

# ANNEX 4.3 CASE STUDY INDONESIA

## Objectives and outcomes

### Long term institutional changes from the TOC

The 2017 TOC defined two long term institutional changes:

- A .SP-Energy core group together with the media and other civil society organizations work together, have a clear and measurable advocacy agenda, and contribute constructively to fighting for people's rights to energy
- B. The Government of Indonesia has implemented an accelerated development of a decentralized clean energy system, socially and gender equitable, opening up economic opportunities, through active involvement of stakeholders

*In 2019 these were redefined as:*

The TOC aims to contribute to the following **long term institutional changes**<sup>70</sup>:

- People have access, control and actively participate in development and decision making on inclusive decentralized renewable energy systems.
- Private sector (BUMN and other private companies) invest in promoting, developing and using decentralized renewable energy.
- Government of Indonesia has implemented faster development of inclusive renewable energy systems that create economic opportunities while mitigating climate change, through the active involvement of stakeholders.

The **intermediate outcomes** that are expected to contribute to these changes are:

- D. Government has strategies and programs for implementing decentralized inclusive renewable energy systems that create economic opportunities while mitigating climate change and through active involvement of various stakeholders.
- E. Hivos and SPE partners along with media and other CSOs create synergy, have clear and measurable advocacy agenda, consistently push the government and constructively contribute in asserting people's right to energy.
- F. People, CSOs and media have understood energy issue, develop strong network and have inline vision and mission for creating inclusive renewable energy system.

### Immediate outcomes

- H. Hivos and SPE partners have the capacity to do renewable energy advocacy with clear and measurable agenda, have influence, wide knowledge, and actively participate in energy discourse in various level of government.
- I. Hivos and SPE partners have qualified capacity in the decentralized inclusive renewable energy sector so they can run a campaign for popular education to people, CSOs and media.

## Relevant outcomes for learning topic (harvested in 2018 and substantiated)

### Outcome number 1:

On end of April 2018, in Jakarta, Mrs. Ratna Susianawati, Deputy Assistant of Gender Equality on Environment and Infrastructure, Ministry of Women Empowerment and Child Protection, started to roll-out the Communication Forum on Gender Integration in Renewable Energy Sector. Relevance: This outcome is relevant because it shows the willingness of the Ministry of Women Empowerment and Child Protection to discuss about the gender integration in the renewable energy sector. It further created synergy with other stakeholders including with other ministries such as Ministry of Environment and Forestry, Ministry of Energy and Mineral Resources, Fiscal Policy Agency of Ministry of Finance and other CSOs working on

---

<sup>70</sup> Spelling corrections for all TOC elements are based on evaluator's interpretation.

gender and energy issues. This Communication Forum then triggered two other formal discussions on Gender Integration in Renewable Energy Sector in July 2018, and October 2018. This fits to the intermediate outcomes number 5: Government of Indonesia has implemented gender mainstreaming in the clean energy system development.

#### **Outcome number 2:**

On 8 August 2018, in Jakarta, the Deputy Assistant of Gender Equality on Environment and Infrastructure, Mrs. Niken, together with Deputy of Gender Equality, Deputy Secretary of Gender Equality of Ministry of Women Empowerment and Child Protection, conducted field visit to Lukuwingir Village, in East Sumba, East Nusa Tenggara to learn more about gender integration in the renewable energy sector.

Relevance: This outcome is relevant because it shows the willingness of the Ministry of Women Empowerment and Child Protection to discuss about the gender integration in the renewable energy sector by visiting Hivos' pilot project site in Lukuwingir Village. From the visit, it is hoped that not only the issue received a buy-in from the ministry as to open-up opportunities for Strategic Partnership in Green and Inclusive Energy to further advocate the issue to the ministry, but also to push the agenda of mainstreaming renewable energy issue in Sumba Island to the local government. This outcome also a pathway to the intermediate outcomes number 5: Government of Indonesia has implemented gender mainstreaming in the clean energy system development.

#### **Outcome number 3:**

On 14 December 2018, Mr. Agam Bakti Nugraha, Section Head on Technology Gender Equality Division, Ministry of Women Empowerment and Child Protection conducted a field visit to Salatiga City, Central Java Province, to learn about the gender integration in renewable energy sector model in the renewable energy pilot project of Strategic Partnership Green and Inclusive Energy in Indonesia as well as conducted public dialogue on women and green energy in Salatiga City attended by representatives from 5 local women's organizations and other CSO networks. Relevance: This outcome is relevant because **it shows the growing interest** of the Ministry of Women Empowerment and Child Protection to discuss about the gender integration in the renewable energy sector after visiting Hivos' pilot project site in Lukuwingir Village in Sumba Island, East Nusa Tenggara Village.

Growing interest from the ministry can also push the agenda of mainstreaming renewable energy issue in Indonesia to the local government. This outcome also a pathway to the intermediate outcomes number 5: Government of Indonesia has implemented gender mainstreaming in the clean energy system development. >> In the Communication Forum event conducted in Jakarta on 28 October 2018, co-hosted by Hivos and Ministry of Women Empowerment and Child Protection, where KPI attended, Ministry of Women Empowerment and Child Protection listened to KPI's presentation and invited KPI for a follow-up meeting regarding to the progress of Salatiga and Semarang District's model on gender integration in the renewable energy sector. On 4 December 2018, KPI was invited by Mr Agam to present the baseline research conducted on October – November 2018 in Salatiga City and Semarang District on gender integration in the renewable energy sector. From the meeting, Pak Agam was committed to visit Salatiga City as well conducting public dialogue.

#### **Outcomes harvested in 2019 and not yet substantiated**

#### **Outcome number 4:**

In August 2019 BKF (Fiscal policy Agency) committed to allocate funding to carry out the GCF communication forum with CSOs and the private sector related to renewable energy as a follow up to CSO Learning Forum and the private sector Communication Forum on GCF funding for renewable energy, conducted by Hivos on 30- 31 July 2019 in Jakarta

**Outcome number 5:**

Since November 2018, the Lukuwingir community has a more balanced gender relation, for example men have started doing domestic work, and women are more actively involved in expressing opinions and activities in social, economic, and politics.

**Outcome number 6:**

Since the issuance of the East Sumba Regent Decree in March 2019, East Sumba Bappeda has more actively participated in village piloting activities for gender integration and renewable energy models such as OPD coordination for program implementation in Lukuwingir.

**Outcome number 7:**

In March 2019, the Regent of East Sumba has issued a Decree (SK) of the Regent on the village model of gender integration in the renewable energy sector in East Sumba.

**Outcome number 8:**

In May 2019, the East Sumba Regional Government consisting of 13 DPOs has allocated Rp. ... funds which are listed in the Village Model roadmap document on gender integration in the renewable energy sector in Lukuwingir for the 2019-2021 period.

**Outcome number 9:**

In March 2019 the head of the East Sumba Regional Development Planning Agency through the Head of the Economy, Mr. Zaenal Arifin Abas, established 5 villages in East Sumba: Tawui, Praiwitu, Lailunggi, Pabetiwai, Tanggula Jangga, as a village replication model for gender integration and ET through the RPJM Bappeda East Sumba

**Outcome number 10:**

In July 2019, Bappeda Sumba East began to use a mapping document for the needs of Lukuwingir Village, to look for other sources of funding, with documents compiled in a participatory manner by Hivos, Bappeda, Cadres, DP3A P2KB, Pemdes

**Outcome number 11:**

On August 2019, KPPPA (MINISTRY OF EMPOWERMENT WOMEN AND CHILD PROTECTION REPUBLIC OF INDONESIA) Deputy for Gender Equality, Deputy Assistant for Infrastructure & Environment has allocated funds of Rp. 50 million for the Biogas installation in Lukuwingir

**Interview list**

TYPE	ORGANIZATION	NAME
Internal	Hivos SEA/ Advocacy Lead	Henriette Imelda
Internal	Hivos SEA/ DMEL officer	Gita Meidita
Internal	Hivos SEA/ Communications officer	Nova Doloksaribu
Internal	Hivos SEA Project Admin (in workshop)	Arum Pratiwi
Internal	Hivos SEA/ Finance Officer (in workshop)	Rainita Adisty
Internal	Program Development Manager	Sandra Winarsa
Internal	Executive Assistant	Elly Anggraeni
Internal	Office Manager	Irma Sakul
Partner	KPI Program manager + team	KPI team / Mbak Muntakhanah
Partner	IESR	Citra

Partner	YLKI/ Program Manager & Comms Officer	Ms Mbak Yuni (Yuni), Eva
Media	Mongabay (media house)	Jay Fajar, R. Rahmadi, Ridzki Sigit, Sapariah Saturi
Peer NGO	CoAction (NGO partner)/ Program Director	Verena Puspawardani
Consultancy	METI (Renewable Energy Society of Indonesia)/ Executive Director	Paul Butarbutar
Local government	Regent East Sumba District	Gidion Mbilijora
Sumba Workshop Participants	Section Head of Regional Development Head, Secretary General for Village Dev in East Sumba	Zaenal Arifin
Sumba Workshop Participants	Women Task Force of Yellow River Village	Elisabeth
Sumba Workshop Participants	Gender Focal Point	Dwiyanto
Sumba Workshop Participants	Gender Focal Point of Sandika	Trouce Landukara
Sumba Workshop Participants	Section Head of Women Life Quality, Data and Information Umbu Kudu Kapita, of Department of Women Empowerment	Umbu Kudu Kapita
Sumba Workshop Participants	Secretary of Women Forum, Yellow River Village	Ariyanto Takanjanji
Sumba Workshop Participants	Head of Village, Yellow River Village (Lukunyet)	Mateus
Sumba Workshop Participants	Chief of Forum in Yellow River Village	Andreas
Sumba Workshop Participants	Hivos Project lead/ Workshop co-facilitator	Rita Kefi, Hivos
Sumba Workshop Participants	Hivos Project Officer	Firman, Hivos
Sumba Workshop Participants	Section Head of Women Life Quality, Data and Information/ Gender Focal point	Arianto Umbu Kudu
Sumba Workshop Participants	Bappeda	Ms. Monalisa Geli
Sumba Workshop Participants	DP3Ap2KB	Ms. Yuliana Laji
Sumba Workshop Participants	Hivos	Ms. Nofita Ndaumanu

## Documentation

NAME	DATE
Indonesia TOC 2018	2018
Baseline/ Inception report Indonesia	(No date)
Capacity Assessments for Partner CSOs, Strategic Partnership – Green and Inclusive Energy (Indonesia)	March 2017
Annual plans and budgets 2017 – 2020 (including Indonesia)	2017 - 2020
Annual reports (including Indonesia)	2016 - 2018

Financial reports GIE program	2016 - 2018
Learning questions	April 2017
GIE meeting report Amsterdam	4-5 Dec 2017
SP-Energy team meeting report, Wijk aan Zee	16-17 May 2019
SP-Energy team meeting report, Kenya	29 Oct – 2 Nov 2018
SP-Energy team meeting report Fishkill, NY	7 – 9 April, 2017
Outcome Harvesting, Cumulative List GIE	20191016
Program Document GIE, Chapter 3	23 July 2015
Lobby & Advocacy Approach to GIE	May 2019
Media as a catalyst for promoting GIE	July 2019
Narrative Assessments Indonesia	(No date)

## ANNEX 4.4 CASE STUDY MALAWI

### List of interviewees

TYPE	ORGANIZATION	NAME
Government	Ministry of Natural Resources, Energy and Mining - Department of Energy Affairs	Joseph Kalowekamo &
T. Malunga	Hivos SEA/ DMEL officer	Gita Meidita
Research organization	University of Mzuzu, Malawi	Maxton Chitawo
NGO	Concern Universal (United Purpose)	Mayamiko Minofu
Media	Zodiak Broadcasting	Steve Zimba
Media	Channel for all Nation	Phillip Dzikanyanga
Partner	National Association of Business Women Malawi	Barbara Banda
Partner	RENAMA	Devine Matare
Partner	YONECO	Jonas Kachikho
Partner	Community Energy Malawi	Edgar Kapiza Bayani
Partner	Malawi Health Equity Network	George Jobe
Internal	GIE Program Manager	Mike Maketho
Internal	Regional Communications Officer	Kevin Mazorodze
Internal	DMEL Officer	Cathrine Tsitsi Mashayamombe
Internal	Ex GIE Program Manager	Reginald Mapfumo

### Documentation

NAME	DATE
Baseline study on Renewable Energy Policy, Lobbying & Advocacy	June 2016
Malawi TOC 2018	2018
HIVOS GIE reflection meeting, Salima, Malawi	Sept 2019
Capacity Assessments for Partner CSOs, Strategic Partnership – Green and Inclusive Energy (Malawi)	March 2017
Annual plans and budgets 2017 – 2020 (including Malawi)	2017 - 2020

Annual reports (including Malawi)	2016 - 2018
Financial reports GIE program	2016 - 2018
Learning questions, hub SAF	April 2017
GIE meeting report Amsterdam	4-5 Dec 2017
SP-Energy team meeting report, Wijk aan Zee	16-17 May 2019
SP-Energy team meeting report, Kenya	29 Oct – 2 Nov 2018
SP-Energy team meeting report Fishkill, NY	7 – 9 April, 2017
Outcome Harvesting, Cumulative List GIE	20191016
Program Document GIE, Chapter 3	23 July 2015
Lobby & Advocacy Approach to GIE	May 2019
Media as a catalyst for promoting GIE	July 2019
SAF document preparation for Kenya meeting	2018

## ANNEX 4.5 CASE STUDY TANZANIA

### List of interviewees

TYPE	ORGANIZATION	NAME
Internal	Hivos East Africa/ Advocacy officer/ project manager	Maimuna Kabatesi
Internal	Hivos East Africa/ DMEL officer	Mary Kuiru
Internal	Hivos East Africa/ Communications officer	Caroline Wahome
Internal/expert	Hivos & IIED Energy Change Lab/ former coordinator	Sisty Basil
Partner	Tanzania Gender and Sustainable Energy Network (TANGSEN)	Thabit Mikidadi
Partner	Tanzania Gender Network Programme (TGNP)	Jackline Mwanyika
Partner	CAN Tanzania	Jophilene Bejumula
Partner	Journalists Environmental Association of Tanzania (JET)	John Chikomo Caroline
Paul	YONECO	Jonas Kachikho
Partner	Nukta Africa	Daniel Mwingira
Nuzulack Dausen	Malawi Health Equity Network	George Jobe
Government	Ministry of Energy: Principle Research officer	Emilian Nyanda
Government	Embassy of the Netherlands: Regional Energy Coordinator	Rogier Verstraeten)
Think Tank	REPOA	Dr. Blandina Kilama
Peer NGO	Tanzania Media Foundation (TMF)	Dastan Kamanzi
Editor/ Mentor	Mwananchi Communications Ltd	Allan Lawa
Editor	Mtanzania Newspaper	Bakari Kimwanga
Expert/ company	Ensol Ltd	Prosper Magali
Journalist	Nipashe The Guardian Newspapers	Jennifer Gilla
Journalist	The Citizen Newspaper	Alfred Zacharia
Journalist	Mtanzania Newspaper	Faraja Masinde

## Documentation

NAME	DATE
Summary from Kenya and Tanzania CD	?
SP-E Tanzania Inception Meeting Report	2016
Inception Report Hub EA SP-E WH 200716_MK EM_MK	2016
20190802 Participant responses- Capacity Devt	2019
20190211 Capacity development responses	2019
2017 Hub EA Self assessment CSOs Strategic Partnership Energy STAFF 20092016 DEF	2017
Capacity assessment session_EA	
FORUMCC - Self Assessment (CSOs Strategic Partnership Energy)_updated 31.01.2017	2017
TCAS-Self assessment CSOs SP-E Reviewed Version-Jan.2017MK	2017
Self Assessment Document NGSEN_MK-1.doc	2016 (?)
ESRF_Self assessment on Strategic Partnership Energy_Dec 2016.docx	2016
Hivos East Africa Green Energy Baseline Study	2016
Revised _SP-E Tanzania Learning Questions; Final Reviewed (1)	?
2016 Tanzania ToC v1	2016
2018 Final Edited Tanzania ToC	2018
2019 Edited Tanzania ToC	2019
Renewable Energy Journalism Fellowship Final Report	2019
Energy Safari 2018 for Journalists	2018

# ANNEX 5 REPORT LEARNING WEBINAR (19 JUNE 2020)

In the past months, the GIE program has been evaluated. This learning webinar was organized as a final event of the evaluation to reflect upon and further develop some of the key learnings from the evaluation. Originally, the learning event was meant to take place in Kigali, Rwanda in May, with participation of GIE representatives from all countries. This event could not be organized however due to the COVID 19 travel restrictions. The learning event was converted into a learning webinar, which took place on June 19th, 2020.

During the webinar three key learnings were discussed. These learnings were selected together with the GIE team at the global office, also bearing in mind key issues for the new partnership the Power of Voices and the meta synthesis of the whole CAC strategic partnership. The learnings were reflected on during three rounds of breakout sessions using an adjusted World Café methodology. The outcomes of the discussion were captured through Mural, a digital “sticky wall”.



## KEY LEARNING 1

### The Champion Strategy

Champion strategies are pathways of interventions to develop concrete projects that can serve as best practices or viable solutions, either to provide evidence for how systems change (policy change) can be realized, or as a model that can be scaled up through replication. This was an important strategy in the implementation of the GIE program.

Examples of champions strategies in the GIE program are:

- Indonesia: Sumba Iconic Island (RE); Sumba model village (gender mainstreaming in RE)
- Guatemala: Iconic municipality in terms of transparency and accountability for energy
- Kenya: Model (or pilot) counties
- Nepal: Model (or pilot) districts
- Tanzania: Energy Change Lab

The champion projects were used to develop examples of best practices, as input for research data, compelling narratives of success stories (media) and disseminating to key audiences, including decision makers (evidence-based lobby)

During the webinar the question “How will the local/ or small-scale best practice projects lead to large scale/ regional or national level systems change?” was discussed.

The starting point for every champion strategy should be to distinguish what is needed and what approach would be helpful. There is difference between project that are meant to be iconic, projects that are meant to demonstrate and projects that are meant to inspire. Also, it is crucial to design for upscaling from the beginning - what is the theory of change for scale?

To scale up it is important to:

- Make sure there are enough resources to scale up champion
- Engage stakeholders who can facilitate scale up of the champion model (local governments, donors, govt, RE companies)) from the beginning
- Facilitate (multi-) stakeholder platforms at different levels
- Conduct learning events inviting strategic stakeholders
- Make your lobby targets the owners and champions of your intervention (instead of reaching out yourself)
- Allow sufficient time and ongoing process for evidence generation
- Provide space for actors to speak/share their own stories, instead of Hivos presenting the case
- Link up with other thematic/issues under SDGs that perhaps in other areas are priority of the local government or other non-energy related ministries
- For system change: Include other sectors, or work through other sectors and leaving out a bit the usual suspect sector
- Connect between the programmatic work, capacity building and champions
- Create opportunities for champions to share their experiences and obtain additional support to scale-up or replicate.
- Link champion models to existing program that can integrate into own implementation

When communicating about champion projects, it is important to:

- Communicate messages of 'value addition' of the model to key stakeholders - not just as best practice example, but also communicate about how they contribute to the energy access agenda;
- Engage the media;
- Make the champion process political visible;
- Use celebrities to promote and inspire;
- Do things differently as to surprise and stand out compared to others.

Another approach is to support champions within institutions. In general, it can be concluded that there is not one way to do a champion strategy – as is reflected in the ways that countries have done it.

## KEY LEARNING 2

### Collaborative Advocacy

Another strategy of the program was collaborative advocacy, also defined as: Cooperative, working with institutional and private sector actors, help to develop their capacities to act more responsibly and accountable, and work towards a set goal.

This approach was successful in creating space for CSOs and including them as stakeholders building long term relationships with key decision makers offering opportunities for information exchange, trust building and acceptance of proposals. Collaborative advocacy worked really well in the context of shrinking space: DRE is a non-political issue where joint solutions can be found, and also combined with an increasing focus on media interventions (watchdog role). Within this strategy it is more difficult for GIE partners to dissent, and for example to openly criticize interests of for example powerful gas and oil companies.

During the webinar the question: In what way can alliances of partners and/or allies contribute to more strategic advocacy (lobby work, communication and media work) making collaborative advocacy more successful and under what conditions?

### Conditions

- Selecting the right partners is key: There should be an understanding of their standing and network in a sector. The credibility of the partners is important: who does the partner represent (umbrella organizations are interesting).
- The partners should agree on the goal, which should not be too broad and rightly framed, and for which there is joined ownership.
- But their different perspectives are very important. Partners might come from different angles.
- The GIE program should use same language as partners: sometimes our tools are quite complex and non-energy partners can't always catch on.
- Not every partner needs to be involved in everything - some partners will work better together on some strategies/approaches, they are naturally gravitating towards each other.
- There should be clarity on how much can be invested, as collaboration can be resource intensive.
- Partners should use the same language as decision makers, but also tap into their values.
- Use science-based grounding of the narrative and embrace dialogue.

### Requirements

- When working in a collaborative way, the program should be capable to signal, and respond to, opportunities. There should be flexible resources that make this possible.
- A risk analysis is needed before starting with the collaborative advocacy approach.
- Trust should be built with stakeholders.
- Partners should be aware of their legitimacy since they risk being (too) close to a decision maker.
- More complex issues should be addressed later in the partnership and not in the beginning.
- Research should be based on advocacy needs: you start research based on advocacy goals.
- It should be possible to incorporate other partners since while advocating as a group over time shows makes the collective stronger and more open to other partners and perspectives.
- The partnership should build on each of the participants best practices, bringing forward ways forward to other stakeholders.

### Success Factors

- Working with other ministries worked well, also because of the different stakeholder perspectives.
- At global level collaboration with the Ministries of Foreign Affairs was very successful for the program: within the Brooklyn coalition there was an informal atmosphere making a very open relationship possible, where strategic decisions could be made when member states would make a statement or when NGOs would do so.

Additionally, the question how the collaborative advocacy approach relates to dissent was discussed. A question raised was: If it is all collaborative, when does it stop being 'advocacy'? Advocacy is also reaching out to decision makers who already agree with you. Confrontational advocacy might mean there is no one within the institution to work with. Who to dissent with, and who to collaborate with should be part of the initial stakeholder analysis.

It was an explicit choice of the program to always look for positive solutions while engaging with decision makers. A strong relationship can handle some criticism but there are limits. If you wanted to push investments towards more DRE in the energy mix, that is more political, and maybe another approach is needed. In general, it is important to realize, that dialogue and dissent could and maybe should interchange over time. It is not a static decision

## KEY LEARNING 3

### Capacity Development on L&A

The program used the following capacity development methods:

- Learning by doing: Letting partners lead L&A interventions
- Continuous training: Coaching, mentoring
- Peer to peer training: Journalist training, budget tracking, gender & energy
- Safaris: ECL tours, organizing tours to DRE projects
- Regular meetings and reflections: GIE meetings, annual TOC sessions
- Attending events: Participation of partners in (international) conferences
- Formal trainings: Trainings by experts on gender inclusion and energy

Partners were capacitated in understanding the connection between the DRE agenda and the role of citizens and in the ability to analyze the (policy) context, to strategize for L&A (TOC development and adjustments), to seize opportunities for L&A, to provide relevant information and articulate their needs. Furthermore, partners are now seen as legitimate and credible voices in the energy debate. They have the skills to network and to form influential networks (with decision makers), they are able to influence effectively at different levels, to use interactive broadcast and social media (WhatsApp) and to harvest outcomes (OH).

The program was successful in its capacity development because of the tailored interventions based on specific needs of partners at the right moment in time, because the content was aligned with the needs of partners and not too technical and because it was delivered in a participatory manner by peers from within the GIE program or from allies.

Question discussed during the webinar: When thinking of partners in a country, region or globally as an alliance, were the right capacities built?

### On capacities

Questions were raised on how to know that the right capacities were developed? And at what level: individual, organizational or even at the level of the partner ecosystem? Can you also develop the wrong capacities? In small organizations (which many partners were) individual capacity equals organizational capacity as long as the staff remains. And: What is capacity anyway?

Capacities were built in the field of communications, advocacy and networks/access for partners. Capacity building contributed to making partners more self-confident and proactive. As Hivos teams, we enhanced our own capacities, we work well, are talking in the same language, and do not complicate tools or methodologies. There was also some improvement in the project management by the partners and increased collaborations. However, more attention should be given to building capacity on financial and narrative reporting (also to comply with Hivos and donor standards) and Outcome Harvesting, as well as on fundraising for sustainability purposes.

Capacity building of private sector stakeholders is difficult and sensitive: there is a need to explain the common benefit because needs are different.

### Capacity assessments

Was there a needs assessment done to determine what type of capacities partners already had and what they needed to be strengthened? The 5C assessments were often too complicated to be useful. Many partners used their own ways to assess the capacities, for instance, in Nepal, GIE partners assessed capacities of themselves and the partner ecosystem, and of the target audiences (e.g. local governments). Others assessed capacities during TOC

sessions and made time available to talk about it. In East Africa, two rounds of capacity assessments were realized; and it was observed that partners ranked lower in the second round compared to the first round.

### Measuring results of Capacity Development

It was difficult to find a way to measure quantitatively the progress made. Qualitatively, it was done in Osiris through the partner capacity development monitoring and in the annual meetings. Progress on capacity development was monitored using Outcome Harvesting (e.g. Indonesia), but this was not meant to be used for capacity development reporting. Also, the 5C model was used to measure the results of capacity development, but this was not a good tool (too complicated) so different approaches were used by partners. Also in East Africa, the 5C model proved to be too complex for partners and no useful information was obtained. A shift was made, and partners were asked to track all changes in their capacity from when the project started, and then indicate whom they attributed the change to. This was when it was realized that external trainings were not really working, and it was decided to shift solely to peer-to-peer and other practical methods. It is better to have a clear reporting template and to measure capacity development on a regular basis.

### Improvements / what worked well

The participation in meetings and the exchange of experiences contributed to capacity building. Also, peer to peer training by our partners, and enabling them to share, as well as practice (e.g. visits) to enable especially non-energy partners to grasp the topic. The shared capacity development has strengthened the collaboration between partners and has increased understanding between partners.

### List of attendees

TYPE	ORGANIZATION	NAME
External	Ministry of Foreign Affairs The Netherlands	Frank van der Vleuten
External	Ministry of Foreign Affairs The Netherlands	Anna Linders
CAC	Hivos GO	Carol Gribnau
CAC	Hivos GO	Wenny Ho
CAC	Hivos GO	Karel Chambille
CAC	Hivos GO	Nienke Smidtman
CAC	Hivos GO	Laerke Groennebaek
CAC	IIED	Ben Garside
CAC	ENERGIA	Sheila Oparaocha
CAC	ENERGIA	Caroline Brants
GIE	Hivos GO	Eco Matser
GIE	Hivos GO	Rita Poppe
GIE	Hivos GO	Shukri Abdulkadir
GIE	Hivos Central America	Alexandra Arias
GIE	Hivos Southern Africa	Mike Maketho
GIE	Hivos Southern Africa	Cathrine Tsitsi Mashayamombe

GIE	Hivos East Africa	Maimuna Kabatesi
GIE	Hivos East Africa	Mary Kuira
GIE	Hivos East Africa	Caroline Wahome
GIE	Hivos South East Asia	Henriette Imelda
GIE	Hivos South East Asia	Gita Meidita
External	ImpacTrack	Sharon Becker
External	ImpacTrack	Huub Sloot
External	ImpacTrack	Manon Wolfkamp