



Ministry of Foreign Affairs



End of program report Clean Cooking Sector Support

Discussion on the role of National Clean Cooking Alliances
in steering sector transformation

Commissioned by the Netherlands Enterprise Agency

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Foreword

Stakeholder organisations play a powerful role in the development and further growth of many different sectors, including the clean cooking sector. In a number of countries, National Alliances for Clean Cooking have been established, providing a platform for different stakeholders. They represent the voice of the private sector in policy discussions, support the development of national clean cooking strategies, help develop standards, strengthen sector intelligence and capacities, etc. In doing so, the alliances play an important role in furthering national transition processes towards clean cooking. Yet, at an early stage they generally struggled with defining their exact roles and positioning as well as their value proposition, as a consequence they experienced a number of strategic and institutional issues.

Over the last years, thanks to financing from the Dutch Government and through EnDev, RVO has supported the national alliances in Bangladesh, Ethiopia, Ghana, Kenya and Uganda in alignment with the Clean Cooking Alliance. This support aims to assist the alliances in the development of their institutional strategies and members value proposition, update national action plans, implement key sector studies and activities and strengthen their position as a strong stakeholder representative in the sector.

This report describes the results of these activities, the progress that has been made, but also the weaknesses that still exist and need to be further addressed in order to fulfil their role in the sector playing field.

RVO is grateful to all the organisations and individuals who contributed to the implementation of the project and who shared their learnings and views. We give special thanks to SNV's Rianne Teule for compiling this report.

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1 Introduction

1.1 Sector transformation

Sector transitions, like the transition of the cooking sector, are complex processes that are never straight-forward. Trial and error, innovation and disruptive thinking are just as much essential elements of a transition as dedicated policies and regulations, and solid financially viable business plans. Rather than singular solutions, often a set of interacting sub-solutions contribute to a broader transformational change of a sector.

Such processes require the active involvement of all stakeholders to jointly explore, develop and scale (a set of) pathways towards a desired future. The willingness to work together towards the advancement of the sector can accelerate a transition and enhances the sustainability of change¹. The formation of ‘coalitions for change’ or ‘alliances’ can therefore contribute to an effective sector transition.

Transitioning the cooking sector in developing countries needs to be substantially accelerated, in order to respond to the declared urgency in the High-Level Political Forum of the SDG7 Review process (2018) and the 2019 SDG7 Tracking Report². Concerted efforts are required to move all household and institutional cooking away from traditional fuels and energy conversion methods. It will not happen overnight, nor does any single technology offer a universal solution in the coming years. This transition must balance the creation of markets for higher tier cooking (like electric cooking and gas) with the further scale up of successful approaches that bring intermediate solutions to the masses (while pursuing the ambition to move up the tiers as ambitiously as possible). Strong sector coordination is essential, especially in light of a growing interest and involvement of development partners and private sector players, and an increasingly complex thematic landscape (health, energy, gender, economic and social actors).

Experience in other sectors (see Annex) shows that, to enable all actors to positively contribute to such a broad sector transformation, a collaborative environment needs to be created, supported by a shared vision along with constructive and open discussions between all actor groups involved (public, private, societal, and academic). An accelerated transformation is only possible when the main sector actors subscribe to a joint approach, reflecting common interests and calling on each actor’s strengths and contribution. A joint vision or jointly developed transition scenarios can help to ensure coordinated actions aimed at a conducive regulatory environment, as well as targeted public (national and international) support to address challenges in financing and investments, end user awareness, reaching the poor, innovation, etc.

Multistakeholder initiatives or coalitions such as National Clean Cooking Alliances, could play a valuable role in initiating and/or coordinating broad stakeholder discussions about the transition of the cooking sector, building a ‘coalition for change’³.

¹ Amongst others:

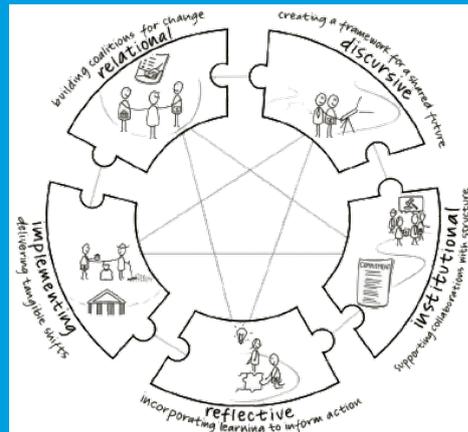
- Austin, J. E., & Seitanidi, M. M. (2012a). Collaborative value creation: A review of partnering between nonprofits and businesses. Part 2: Partnership processes and outcomes. *Nonprofit and Voluntary Sector Quarterly*, 41, 929–968.
- FAO 2017. C. Neely et. al. Implementing 2030 Agenda for Food and Agriculture: Accelerating Impact through Cross-Sectoral Coordination at the Country Level. <http://www.fao.org/3/a-i7749e.pdf>
- Oorthuizen, J. et.al. (2018) Collaborative transformation - *the art of making international trade more sustainable*. Retrieved from <https://www.idhsustainabletrade.com/collaborative-transformation/>

² IEA, IRENA, UNSD, WB, WHO (2019), Tracking SDG 7: The Energy Progress Report 2019, Washington. <https://trackingsdg7.esmap.org/downloads>

³ Oorthuizen, J. et.al. (2018) *Collaborative transformation - the art of making international trade more sustainable*. Retrieved from <https://www.idhsustainabletrade.com/collaborative-transformation/>

According to Oorthuizen et.al⁴., coalitions for change work in five interrelated dimensions:

- Relational dimension: As transitions happen through shared effort, there is a need to build ‘coalitions for change’, consisting of a strong inner group, surrounded by relevant and complementary stakeholders, that negotiate agreements that sufficiently benefit all.
- Discursive dimension: A collective vision for a shared future helps stakeholders with different interests work together in the transition. It should be jointly formulated, giving direction for the coalition and accommodating each stakeholder’s interests.
- Institutional dimension: Coalitions with a collective vision need to structure their collaboration through institutional arrangements, such as a steering committee, working groups, and a secretariat. Accountability needs to be ensured, and organisational stability should be balanced with entrepreneurial innovation.
- Reflective dimension: For effective collective action, learning is essential. It is important to create a common understanding of the main problems, and uncover root dynamics that block progress. Progress should be monitored and adjustments made when needed.
- Implementing dimension: Sustainable transitions rely on tangible changes. Implementation builds cooperation and confidence and helps to test scalable solutions. Jointly with government, markets should be stimulated through demand creation, sustainable supply and innovation.



Copied from: Collaborative Transformation, J. Oorthuizen et.al. Wageningen Academic Publishers @IDH 2018.

Each of these dimensions needs to be addressed simultaneously and throughout the transition. By weaving together efforts in all five areas, transitions can be significantly accelerated. Annex 1 provides more background as well as two examples of successful ‘coalitions for change’ from different sectors.

Although in some countries discussions about transforming the cooking energy sector have started, aligning all stakeholders on a joint agenda is still at an early stage. Also, there is need for better alignment within stakeholder groups.

1.1.1 Multistakeholder initiatives

Experiences in other sectors show that the role of multistakeholder initiatives or alliances can differ, depending on context, positioning and institutional structure. They may for example align and act as the voice of the private sector or facilitate participation of the different sector representatives in the debate. Furthermore, alliances can play an important role in the knowledge development and knowledge exchange between sector stakeholders as well as providing support to national and local governments and private sector in implementation of concrete interventions (e.g. policy framework, standards development, innovation, awareness raising, access to finance).

These type of multistakeholder initiatives are dynamic and go through different phases⁵, starting with a dialogue amongst representatives from private sector, civil society, government and possible other stakeholders addressing the problem. If this dialogue or negotiation process is successful in developing a joint vision for sector transition, the focus will shift to implementation and continuous improvement

⁴ Oorthuizen, J. et.al. (2018) Collaborative transformation - the art of making international trade more sustainable. Retrieved from <https://www.idhsustainabletrade.com/collaborative-transformation/>

⁵ Van Huijstee, M., SOMO, March 2012. Multistakeholder Initiatives – A strategic guide for civil society organisations. Retrieved from: <https://www.somo.nl/wp-content/uploads/2012/03/Multi-stakeholder-initiatives.pdf>

(while the dialogue continues). In the latter phase, the priority roles of a national alliance may shift for example towards capacity development and certification.

To determine the most successful approach in organising a multistakeholder initiative, a thorough understanding of power relations, dynamics and challenges is needed. Although (changes in) government policies and regulations are likely needed to facilitate an effective sector transition, it is not always advisable to include governmental agencies in the national alliance organisation⁶. Ideally governments should stand above interests of individual stakeholders and play an endorsing, facilitating and potentially financing role.

The resources available and needed for multistakeholder initiatives also vary depending on context (stakeholders, state of the sector) and on the phase in the multistakeholder process. The funding model of sector alliances needs to align with the forces behind the alliance and the expectations of members, and can change over time as the alliance proves its value⁷. Initially, alliances are largely dependent on donor funding and resources from 'first movers' and non-governmental organisations to establish the organisation and build up a membership base. In the case of a nascent market with weak private sector players, alliances cannot be funded solely by membership fees, simply because there are limited private sector members with limited financial capacity. As the market develops and the private sector strengthens, the alliances will be able to attract more private sector members who can be expected to contribute higher membership fees as the alliance delivers more on its value proposition.

Experience in other sectors⁸ shows that differentiated funding with some share of public funding helps to secure the organisation's independence and flexibility. Financial contributions from all stakeholders involved help maintain a sense of ownership and commitment of members to the process. Large financial dependence on one or a few stakeholders could lead to distorted power relations or a 'pleasing' attitude towards the largest funder(s).

In mature markets, the multistakeholder alliances can transition into an industry (or trade) association, independent of donor-funding and fully financed by its members. Funding options open to trade associations typically include membership fees, sponsorship packages, events, special projects, and government fees⁹.

1.2 Support Program

The Dutch Ministry of Foreign Affairs through RVO, the Netherlands Enterprise Agency, initiated a Clean Cooking Sector Support Program in 2016. Although national stakeholder organisations (alliances) for clean cooking had been established in several countries, they were generally suffering from institutional and financial weaknesses, narrow and weak constituencies, a lack of human capacities, as well as a lack of a clear position and view on the sector and their role in it. Yet their potential role in transformation of the clean cooking sector transition is widely recognised and continued support to strengthen their position and institution is justified.

The objective of the support was to strengthen coordination and innovation in the clean cooking sectors of Bangladesh, Uganda, Kenya, Ethiopia and Ghana through harmonised support to the clean cooking sector organisations in these countries.

⁶ Van Huijstee, M., SOMO, March 2012. Multistakeholder Initiatives – A strategic guide for civil society organisations. Retrieved from: <https://www.somo.nl/wp-content/uploads/2012/03/Multi-stakeholder-initiatives.pdf>

⁷ Digital Strategy Consulting, June 2007. Building stronger trade associations - Strategies for developing trade bodies and markets. Retrieved from: <http://www.digitalstrategyconsulting.com/insight/DSC%20DIR%20Building%20stronger%20trade%20associations%204.0.pdf>

⁸ Van Huijstee, M., SOMO, March 2012. Multistakeholder Initiatives – A strategic guide for civil society organisations. Retrieved from: <https://www.somo.nl/wp-content/uploads/2012/03/Multi-stakeholder-initiatives.pdf>

⁹ Digital Strategy Consulting, June 2007. Building stronger trade associations - Strategies for developing trade bodies and markets. Retrieved from: <http://www.digitalstrategyconsulting.com/insight/DSC%20DIR%20Building%20stronger%20trade%20associations%204.0.pdf>

This paper analyses the results achieved in the Clean Cooking Sector Support Program, specifically looking at the role of national alliances in transforming the clean cooking sector through an assessment of their activities. Section 2 introduces the Clean Cooking Sector Support Program and presents the main achievements in the different intervention countries. The results and challenges are analysed in section 3, discussing the extent to which alliances could be instrumental in the realisation of a sector transition in their country. Section 4 presents lessons learned and recommendations for streamlining future support to facilitate and accelerate the cooking sector transition.

This analysis was done based on a thorough review of the final (or progress) reports submitted to RVO by the project implementers in the Clean Cooking Sector Support program, a limited survey amongst external stakeholders (31 respondents from private sector, institutions, academia and civil society), a review of literature and online sources and interviews (nine verbal and four written) with internal and external stakeholders (alliances, NGOs) in the five countries. Conclusions and recommendations are based on the combination of sources.

This report aims to evaluate key learnings from the Cooking Sector Support program, and provide recommendations to donors, national governments, development organisations and cooking alliances for future steps to ensure acceleration of the cooking sector transition.



Elizabeth Mukwimba with improved cookstove, Tanzania @Russell Watkins/DFID

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2 Clean Cooking Sector Support program

2.1 Program overview

Table 1 provides an overview of the Clean Cooking Sector Support program. The program aimed to set up and/or support the national alliances for clean cooking¹⁰ (hereafter referred to as ‘the alliances’) in claiming their position as the central stakeholder and advocacy platform in the sector, increasing their membership base and strengthening their institutional sustainability. Through the program activities, the alliances were intended to build and implement sustainable organisational strategies and business plans, to support the implementation of key sector priorities and to be a key advocate for clean cooking.

Table 1 Overview of Clean Cooking Support projects funded by DGIS through RVO

Country	Project name	Name of alliance	Project period ¹¹
Bangladesh	Harmonised support to the clean cooking sector	Household Energy Platform (HEP)	Early 2016–Dec 2018
Ethiopia	Strengthening Enabling Environment for Clean Cooking Sector in Ethiopia (SEECCS)	Ethiopia Clean Cooking Alliance (ECCA)	Dec 2017–Nov 2019
Ghana	Strategic support to the clean cooking sector in Ghana	Ghana Alliance for Clean Cooking (GHACCO)	Nov 2016–Dec 2018
Kenya	Strategic support to the clean cooking sector in Kenya	Clean Cooking Association of Kenya (CCA-K)	Dec 2016–Dec 2018
Uganda	Ugandan clean and efficient cooking sector support program	Uganda National Alliance of Clean Cooking (UNACC)	Early 2016–Dec 2018

The RVO intervention strategy specifically aims at strengthening national alliances to ensure that the development of markets and sectors for clean cooking solutions is both commercially sustainable and socially inclusive while steering for maximum impact on health. Poor households, especially those in rural and dispersed areas, cannot afford stoves of 50-100 euro (as innovative consumer financing solutions have not yet rolled out to scale), but can afford improved cookstoves (ICS) in the 10-20 euro price range. Adoption of artisanal stoves or semi-industrially produced stoves of varying quality may result in an initial step in reducing health and environmental effects, but will solve the cooking problem only to a limited extent. Continuous efforts are required to improve efficiency, performance and scale.

RVO believes that sector strategies should aim for transition pathways including the full spectrum of clean cooking solutions to bring the sector to scale, supporting innovations that improve the affordable solutions and making the best more affordable. Scaling of good solutions can only be achieved if public, private, civil society and development actors align visions and strategies, harmonise their efforts and join forces in support.

¹⁰ Note that the national alliances for clean cooking have different names and forms in each country. In this report, the term ‘national alliance’ is used for all coalitions, platforms and associations representing the cooking sector at national level.

¹¹ Some projects have been extended into 2019.

In the overall program strategy, it is recognised that sector and market development status and contexts are distinctly different from one country to the other. The clean cooking sectors in the individual countries are complex and dynamic. Even where the main structural elements are present, their linkages are weak and volatile, while new players enter the sector frequently. In addition, enabling environments are still under development and market behaviour is dynamic. Therefore, the program defined a different set of program objectives in each focus country, see Table 2.

Table 2 Program objectives per country

Country	Objectives	Implementer
Bangladesh	<ol style="list-style-type: none"> 1. Improve effectiveness and develop capacity of the Household Energy Platform, the national coordinating body for the clean cooking sector. 2. Development of the market for clean alternative cooking fuels sector such as briquettes and pellets. 3. Establishment of national standards for cookstove and development of a national stove and fuel testing facility. 4. Engagement with other partners for development of the clean cooking sector in general. 	GIZ
Ethiopia	<ol style="list-style-type: none"> 1. To establish and operationalise the Ethiopian National Forum for Clean Cooking (ENFCC), including biogas, ICS, and bio-fuel, involving public and private sector actors and link it with the GACC. 2. To support the government ministries to finalise and operationalise the policies and strategies on biomass and bio-fuel that are either drafted or already approved. 3. To fine-tune and get approval for national standards for ICS in line with the ISO IWA tier definition. 4. To support the government to develop a proposal and to seek funding for strengthening the national energy lab to become a state-of-the-art facility for testing and certification for ICS. 	SNV
Ghana	<ol style="list-style-type: none"> 1. Strengthening the Ghana Alliance for Clean Cookstoves & Fuels (GHACCO) Administration and Operations. 2. Diversifying GHACCO Membership and Scope to include LPG and rural woodstoves, with the latter to be the focus of an additional market development program. 3. Developing a Market Innovation Facility with strong linkages to key sector actors (to redefine GHACCO's value proposition). 	SNV
Kenya	<ol style="list-style-type: none"> 1. To strengthen the organisational and institutional capacity of the Clean Cookstoves Association of Kenya (CCAK) for sustained representation of the sector interests. 2. The development of a joint sector strategy to strengthen coordination towards the achievement of universal access to clean cooking in Kenya by 2030, through: sector study; update of the Kenya Country Action Plan; prepare a monitoring and evaluation framework for clean cooking; building and strengthening of evidence for clean cooking solutions. 	SNV
Uganda	<ol style="list-style-type: none"> 1. Raising awareness on the benefits of clean and efficient cooking and contributing to change cooking behaviour by implementing the Clean and Efficient Cooking Awareness Campaign. 2. Support in developing the innovation capacity of the clean and efficient cooking sector by: <ol style="list-style-type: none"> a. Testing 20 different stove models with the draft UNBS¹² standard and offering advice for improvement of the design b. Implementing an Innovation Award in the categories of best design innovation, best distribution model innovation and best financing scheme innovation c. Implementing an Innovation Summit, training cooking energy companies and bringing together all relevant stakeholders to discuss progress and challenges of the sector 3. Strengthen the organisational and institutional capacity of the Uganda National Alliance on Clean Cooking (UNACC) in securing their operations and administration and improving their services towards their members. The support includes to develop strategies for financial and organisational sustainability of UNACC.¹³ 	GIZ

¹² Uganda National Bureau of Standards.

¹³ The development of a strategic plan and sustainability concept for UNACC is currently on-going outside of the DGIS/RVO financed Sector Support Project.

2.2 Program key results

An overview of the main outcomes of the clean cooking sector support activities related to the national alliances are presented in Table 3. Table 4 presents the main outcomes related to knowledge development, policy & regulation and standards & testing. Note that the Ethiopia project started only end of 2017 and is ongoing, hence only intermediate outcomes are presented.

Most significant achievements are reported in Ghana and Kenya, where progress can be observed in all key roles (as identified in section 1) of sector associations. In contrast to the alliances in other countries, both national alliances have developed Strategic/Business plans with a clearly defined value proposition. This has helped GHACCO and CCAK respectively to have a stronger position towards members and other stakeholders, resulting in a broader membership base, new/stronger partnerships and increased recognition by government of their role as sector representative. The organisational strategies also helped establish clear decision-making structures and stronger secretariats. However, further support will still be needed for effective implementation of the strategic plans and increased organisational sustainability.

In Ghana, GHACCO successfully engaged with the charcoal and woodstove sector, the Ghana LPG Operators Association and the Biogas Association of Ghana, strengthening their role as sector representative. The organisation has also invested in a broad spectrum of membership services, such as a periodic publication about developments in the cooking sector, a Market Data and Monitoring Framework (in development) and business incubation and acceleration activities (e.g. the National Improved Woodstove Challenge). GHACCO furthermore increased its policy influencing activities, aimed -amongst others- at a national clean cooking policy, and adoption and implementation of a standards and labelling framework. GHACCO's sustained activities covering a wide range of interlinked issues have led to increased visibility and recognition. While in the past, the Global Alliance for Clean Cookstoves (now called Clean Cooking Alliance) was the go-to organisation for the government of Ghana, GHACCO is now formally invited for and present at any important discussion table on the subject of clean cooking in Ghana. Various government stakeholders are involved in multistakeholder discussions about clean cooking, though not all relevant ministries have yet engaged.

The Clean Cooking Association of Kenya has increased its activities to broaden its membership base and developed a communications strategy to increase alignment in communication about clean cooking issues. Trainings and a knowledge portal were offered to members, and important knowledge products were developed (with support of the Dutch support project and other donor programs), such as the Kenya Household Cooking Sector study, and a study on the Use of Biomass Cookstoves and Fuels in Institutions in Kenya. Despite challenges in the creation of a stable secretariat, CCAK acquired a central position in policy discussions, by facilitating the Inter-Ministerial Committee on Clean Cooking and contributing to the development of standards for cookstoves and fuels.

The Dutch support project in Bangladesh has contributed to strengthening of the Household Energy Platform (HEP). With support from SREDA¹⁴, the HEP organises a schooling program and district level meetings with local government. These programs have a lot of potential to create awareness on clean cooking. However, the platform is hampered by a weak secretariat and the value proposition is not always clear to members. Six thematic sub-committees were established though meetings have been reported to be inefficient and outcomes have been limited. A few events convening different stakeholders were organised, e.g. around the revision of the Country Action Plan for clean cooking. Knowledge products were developed on cookstove standards and on business models for production of briquettes/pellets, and used to inform the relevant political stakeholders and members, respectively. Furthermore, the project supported development of a roadmap for Standards & Labelling, including an assessment of the national lab facilities for stove testing.

¹⁴ Sustainable and Renewable Energy Development Authority (SREDA), under the Ministry of Power, Energy and Mineral Resources.

The Uganda support program successfully implemented the Clean and Efficient Cooking Awareness Campaign. The project also organised an Innovation Award contest and an Innovation Summit, providing networking, exchange, training and expert advice for cookstove manufacturers, fuel providers, distributors and other related companies. Through the Uganda Sector Support Program, 20 different stove models were tested with the new draft UNBS standard that led to recommendations to the stove producers, but also to UNBS with regards to the applicability of the draft standard. Furthermore, EnDev Uganda supported the national alliance UNACC by stabilising their operations and improving their service delivery towards members. This also allowed for increased visibility, outreach and demand orientation of the organisation. UNACC took the lead in organising Inter-Ministerial committee meetings aimed at coordination and policy formulation on clean cooking, it offered various trainings for the private sector and improved the exchange between companies. The strengthening of UNACC was however hampered by the scattered landscape of associations in Uganda, two of which also deal with the issue of clean cooking (under the umbrella of the Uganda National Renewable Energy and Energy Efficiency Alliance UNREEEA: the Biomass Energy Efficient Technologies Association BEETA and the Uganda National Biogas Alliance UNBA). There are overlaps and competing strategies between the associations, which need to be clarified. Discussions are taking place and currently a strategic plan is being developed looking at roles, responsibilities, synergies and sustainability of UNREEEA and UNACC.

Despite only being one year in the program, a noticeable contribution to the national debate on clean cooking has been made in Ethiopia. The first Ethiopian National Founders' Workshop for Clean Cooking was organised, and key partners have been aligned towards the founding of the Ethiopia Clean Cooking Alliance. A review of government policies and strategies related to clean cooking was shared with sector stakeholders to inform policy processes. The Dutch support program is implemented with strong engagement of the government, and significant steps were made towards development of a national standard and certification scheme for clean cookstoves. As a result, the Ethiopian national standard "Clean Cook Stove and Clean Cooking Solution - Performance Requirements and Test Methods, ES 6085: 2019" has been approved by the national standard council.

Table 3 Overview of outcomes related to National Alliances

Country	Institutional strengthening	Sector representation	Stakeholder dialogue	Knowledge exchange	Services to members
Bangladesh	<ul style="list-style-type: none"> • HEP established and launched end 2016, leading to increased communication and coordination amongst sector stakeholders 		<ul style="list-style-type: none"> • Successful convening of sector stakeholders • Workshop on revision of Country Action Plan with all main stakeholders 	<ul style="list-style-type: none"> • Knowledge working groups established under national alliance (though not functioning well) 	<ul style="list-style-type: none"> • Advice to businesses and pilot on pellet/ briquette production
Ethiopia	<ul style="list-style-type: none"> • First founders' workshop of Ethiopia Clean Cooking Alliance held, and Article of Association finalised 	<ul style="list-style-type: none"> • Key partners aligned towards establishment of the Ethiopia Clean Cooking Alliance 	<ul style="list-style-type: none"> • Successful convening of sector stakeholders (e.g. validation workshop policy review) • Increased and broader government involvement 		
Ghana	<ul style="list-style-type: none"> • GHACCO Strategic Business Plan and M&E framework adopted and implemented, leading to enhanced credibility, increased focus on value proposition, and diversification of membership • GHACCO secretariat strengthened, allowing for enhanced visibility, credibility and image • Diversified funding sources 	<ul style="list-style-type: none"> • Broadened membership base • Established regional chapters GHACCO allows for nationwide representation • Increased engagement of LPG and Biogas associations in GHACCO • Mobilised high-level champions on clean cooking • Strengthened improved woodstove sector 	<ul style="list-style-type: none"> • Successfully convened sector stakeholders • Established High Level Working Group including the Energy Commission and representatives from the Health, Forest, ICS, LPG, Biogas sectors. This group develops a common vision on cooking sector development, and collectively lobbies government • First National Clean Cooking Forum held 	<ul style="list-style-type: none"> • Knowledge working groups established under national alliance • Periodic publications on the state of the cooking sector. This inspires stakeholders to engage, and feeds into policy influencing 	<ul style="list-style-type: none"> • Market Data and Monitoring Framework established as service to members • National alliance started consultancy services for members • Business incubation and acceleration activities, such as National Improved Woodstove Challenge, offered to members
Kenya	<ul style="list-style-type: none"> • CCAK Strategic and Business Plans developed and being implemented, leading to clear value proposition and improved service delivery to members • CCAK secretariat strengthened, leading to increased work output and efficiency of service delivery • Increased membership base • CCAK Communication strategy developed and implemented, leading to increased visibility and more effective advocacy work 	<ul style="list-style-type: none"> • Broadened membership base • Increased alignment sector communication due to CCAK communication strategy 	<ul style="list-style-type: none"> • Successful convening of sector stakeholders • Establishment and facilitation of periodic meetings of <i>Interministerial Committee on Clean Cooking</i> • Annual National Clean Cooking Forum held, leading to increased interaction with businesses and county governments 	<ul style="list-style-type: none"> • Thematic working groups established under national alliance, allowing for consolidated positions informing discussions on standards and policies 	<ul style="list-style-type: none"> • Behaviour change communication training for members • Knowledge management portal available for members
Uganda	<ul style="list-style-type: none"> • Increased capacity of UNACC's secretariat • Increased membership base 	<ul style="list-style-type: none"> • Increased lobby and advocacy activities • Demand-oriented trainings for private sector • Facilitation of stakeholder dialogue 	<ul style="list-style-type: none"> • Successful convening of sector stakeholders • Clean and Efficient Cooking Innovation Summit held, bringing together private sector, government institutions, civil society, academics and donors 	<ul style="list-style-type: none"> • Active day-to-day exchange on policies, regulations, exhibitions, tenders etc 	<ul style="list-style-type: none"> • Trainings, e.g. on procurement, bidding, taxation • Information events • Exchange and networking

Table 4 Overview of other outcomes by end 2018

Country	Knowledge development	Policy & regulation	Standards & testing
Bangladesh	<ul style="list-style-type: none"> Report by CLASP on implementation of cookstove standards Report on business models production of briquettes/pellets 	<ul style="list-style-type: none"> Revision Country Action Plan on cooking initiated Roadmap for Standards & Labelling in development 	<ul style="list-style-type: none"> Fundraising for establishment of cookstove testing lab
Ethiopia	<ul style="list-style-type: none"> Review of government policies and strategies related to clean cooking validated and disseminated 	<ul style="list-style-type: none"> MoU signed with government on strengthening enabling environment for clean cooking Policy/strategy brief on clean cooking produced for further engagement on clean cooking related policies and strategies National standard for clean cooking solutions approved by the national standard council, and dissemination of the standard under preparation 	<ul style="list-style-type: none"> Collaboration with government to strengthen National energy lab for testing & certification of ICS Certification scheme based on ICS standard developed and approved by the national standard council Gap assessment on existing testing and incubation centre in process aimed at putting in place a state-of-the-art facility for ICS testing and certification
Ghana	<ul style="list-style-type: none"> LPG Market Study as input in the National Roadmap for Ghana's LPG Cylinder Recirculation Model implementation Started work on yearly publication on the 'State of the Cookstove Sector in Ghana' Strategy documents on Rural Woodstove and LPG market activation 	<ul style="list-style-type: none"> Increased political will government Input in LPG Bottle Recirculation Policy Policy brief on Clean cooking policy brought forward for discussion in government Development and publication of the National Performance Requirement Standard for Biomass Cookstoves supported. Labelling scheme in preparation 	<ul style="list-style-type: none"> Development and publication of the National Performance Requirement Standard for Biomass Cookstoves supported. Labelling scheme in preparation Stove testing centres strengthened
Kenya	<ul style="list-style-type: none"> Kenya Household Cooking Sector study completed, awaiting validation and dissemination Study on the Use of Biomass Cookstoves and Fuels in Institutions in Kenya 	<ul style="list-style-type: none"> Increased political will government Updated Kenya Country Action Plan on Clean Cooking published, finalisation process awaiting sector study Definition of 'clean cookstoves' in Finance Act Removal of tax on LPG, but reduced import duty on ICS cancelled Biomass and ethanol standards drafted, standards for briquettes and pellets under discussion 	<ul style="list-style-type: none"> New cookstove companies entered the market Discussions on voluntary stove labelling with alliance members
Uganda	<ul style="list-style-type: none"> Cookstove Innovation Award and Summit organised, leading to increased capacity and innovation of companies Public awareness campaign implemented 	<ul style="list-style-type: none"> Formation of Inter-Ministerial Committee on Clean Cooking Policy Briefs developed Position paper on tax proposals for clean cooking initiatives used in advocacy 	<ul style="list-style-type: none"> New draft standard for biomass stoves under revision Several multistakeholder workshops organised to develop recommendations on standardisation and certification Cookstove testing offered to production companies

Table 5 Overview of organisational setup of the alliances

	Bangladesh	Ghana	Kenya	Uganda	Ethiopia
Name national alliance	Household Energy Platform (HEP)	Ghana Alliance for Clean Cooking (GHACCO)	Clean Cooking Association Kenya (CCAK)	Uganda National Alliance of Clean Cooking (UNACC)	Ethiopia Clean Cooking Alliance (ECCA)
Start of operation	2016	2012	2013	2013	2019
Strategic Plan	No	Yes	Yes	No (under development)	N.A.
Type of organisation	Five year project under the Ministry	Trade association, legally owned by members, board representing member constituencies	Transitioning into sector association, representing members	Membership organisation coordinating public and private actors	Broad sector alliance, membership organisation
Approx. operational budget 2018 (Euro)	45,000	230,000	145,000	80,000	N.A.
Secretariat setup	Project Director (part-time), Assistant Director (part-time), Project Manager (vacant), Project Officer	CEO, Program Officer, Finance & Admin Officer, Fundraising & Donor management Advisor, Administrative assistant ¹⁵	CEO (acting), Program Assistant, Finance Officer, two interns	Coordinator, Administrator, intern	N.A.
Funding sources	Govt, CCA, DGIS (RVO)	DGIS (RVO,V4CP), CCA, BUSAC ¹⁶ , SDF ¹⁷ , members	DGIS (RVO, V4CP), UNHabitat, members, (limited) membership services	DGIS (RVO), GIZ EnDev, WWF, members	DGIS (RVO)
Membership:					N.A.
• total number	• 56	• 240	• 126	• 134	
• paying members	• -	• 77 (1.5% of budget)	• ~60	• 22	
• sector representation	• Mainly NGOs, 3% academia, 2% govt, less than 20% private sector	• Of paying members: 40% private sector, 26% affiliates, 34% individuals	• 39% private sector, 43% individuals, 13% county govt, 5% NGOs	• 73% private sector, 17% NGOs, 10% others	
Relation government	Govt is main funder and host of organisation	Strong collaboration and partnership with various ministries and govt agencies	Strong collaboration and partnership with various ministries and govt agencies	Executive committee chaired by Ministry of Energy, providing stewardship	Partnership with government

In addition to the Clean Cooking Sector Support program, the Dutch Ministry of Foreign Affairs funded the Voice for Change Partnership (V4CP) program (implemented by SNV), aimed at strengthening the role of civil society. This program supports the national clean cooking alliances in both Ghana and Kenya.

¹⁵ Vacant position.

¹⁶ The Business Sector Advocacy Challenge (BUSAC) Fund is a Private Sector support mechanism created and funded by DANIDA, with further support from USAID, DFID (Phase I) and the European Union – EU (Phase II).

¹⁷ Skills Development Fund, funded by DANIDA and the Government of Ghana.

2.3 National alliances – institutional setup

This section presents the different institutional structures of the national alliances (further analysed in 3.2.2).

The current configuration of the national alliances is summarised in Table 5. Different setups were chosen in each country. GHACCO and CCAK are membership organisations, where the strategic direction is steered by its members through Annual General Meetings and an elected board. On the other hand, HEP is a coordination hub (or project) with unpaying members, hosted and largely funded by the Government¹⁸. UNACC is a blended form, a membership organisation with the National Executive Committee chaired by a Government representative (Ministry of Energy and Mineral Development), with seven elected members from NGOs, public and private sector, and steered by its members through Annual General Meetings.

The oldest alliances have the largest membership base, though a significant portion of the members is dormant and/or non-paying. GHACCO and CCAK have the most active and paying members, and are also the alliances with the most active and effective working groups/sub-committees. A larger paying membership base however has only limited impact on the organisational budget; membership fees are less than 10-20% of the organisational costs, and a few percent of the total operational budget.

The alliances with the largest operational budget are GHACCO and CCAK, who have also reported the most significant achievements (section 2.2). Most of the budget is derived from bilateral donors, the Clean Cooking Alliance, government and/or international NGOs. Most funding is linked to specific projects/activities. GHACCO has the most diversified funding sources, with income from five funding programs (in addition to membership fees).

All alliances have a strong relationship with government. Those alliances that function independent from government (GHACCO, CCAK and -from 2019- ECCA), have established strong working relationships and targeted partnerships with specific government agencies. They are also recognised by government as representative of the clean cooking sector.

Though the alliances all have a functioning secretariat (in case of HEP: Project Management Unit), their composition and strength differ. The stability and effectiveness of the organisation is for a large part dependent on the people hired, in combination with the functioning of the Executive Committee or Board that in most cases oversees the secretariat. Alliances with a stronger secretariat turn out to be more active and more visible, as more and higher quality activities are being realised.

¹⁸ HEP is hosted under the Sustainable and Renewable Energy Development Authority (SREDA), which falls under the Ministry of Power, Energy and Mineral Resources.



Family cooking on improved cookstove in Kenya @Kip Patrick CCA

3

3 Analysis and discussion

This section analyses the effectiveness of project interventions, specifically looking at the different dimensions the alliances work in, as identified in section 1.1: relational (a strong inner group bringing together stakeholders), discursive (joint formulation of a vision accommodating stakeholders' interests), reflective (facilitating learning), institutional (organisational structure) and implementing (projects/activities leading to tangible changes).

Section 3.1 looks at the effectiveness of project interventions. In section 3.2, the functioning of the alliances is analysed with respect to their organisational setup. Section 3.3 gives a future outlook, looking at remaining challenges and priorities for sector transition.

3.1 The effectiveness of project interventions

3.1.1 Stakeholder dialogue

All the Dutch support projects have been successful in convening stakeholders from different sectors. Especially the National Clean Cooking Forums (organised in Ghana, Kenya and Ethiopia) and the Clean Cooking Innovation Summit in Uganda were judged as very successful in bringing together actors from a wide range of backgrounds.

However, a 'broad multistakeholder dialogue' was not always recognised by external stakeholders¹⁹. In Kenya and Ghana, the survey amongst external stakeholders confirmed the existence of such multistakeholder dialogue, pointing at an important role for the alliances. In Uganda and Bangladesh, some level of stakeholder dialogue was recognised, but the initiatives seem fragmented and/or not very effective. In Ethiopia, a broad dialogue is not yet recognised in the survey, even though several multistakeholder events have already taken place.

There is broad agreement in the project countries that alliances have an important role to play to facilitate sector coordination and create trust amongst stakeholders. A multistakeholder dialogue does not automatically lead to an open exchange of knowledge and/or alignment amongst sector players. The stakeholders need to get to know and learn to trust each other. Also, the role of the convener is important. Coalitions of change ideally consist of a strong inner group surrounded by relevant and complementary stakeholders (see 1.1). The experiences in the Dutch support projects shows that meetings organised by a recognised national alliance, with clear objectives and backed by its members, are generally more effective, in convening a broad spectrum of stakeholders and in achieving alignment, than those organised by one actor without a clear objective or agenda.

A sector transition requires a strong willingness amongst stakeholders to collaborate and develop a common vision for the direction of the coalition (see 1.1). Only once all stakeholders are sufficiently aligned, they can undertake joint action, share valuable data and experiences, and sustainably contribute to the sector transition. Even though there seems to be willingness in the five project countries to come together and talk to each other, some stakeholders seem reluctant around the sharing of information with other businesses or organisations. In some of the countries, effective collaboration is hampered by lack of trust and/or the tendency to compete for donor funding (NGOs, coalitions) or commercially (businesses). In some cases, there seems to be a competitive attitude, not only among clean cooking businesses, but also among civil society organisations and consultancies, or even government departments. To speed up clean cooking sector development, all stakeholders must step beyond their own interests and come together for the greater good. However, this takes time.

¹⁹ Interviews and a survey amongst external stakeholders, March/April 2019.

In their activities, the projects have tried to include stakeholders from other programs on clean cooking in the country (funded by government or other donors) in the multistakeholder meetings, with the aim of coordinating and ensuring alignment between the different interventions. In Uganda, splintering of the sector in multiple alliances (see section 2.2) has made it difficult to bring all stakeholders together and align them behind a common goal. In the strategic plan for UNREEEA and UNACC that is currently being developed it is imperative to clarify roles, responsibilities, and synergies of the organisations, and agree on the most effective way forward.

Extra effort is needed to ensure a truly inclusive process. The alliances should strive for involvement of a broad spectrum of sector actors, including public and private sector, financial institutions, but also consumers. Involvement of end users currently happens occasionally, mostly linked to specific activities of other projects (e.g. participation of community champions in engagement with county governments in Kenya). Awareness raising and capacity development of local groups is needed for effective inclusion of end users and local communities in the multistakeholder processes.

3.1.2 Sector representation

The DGIS (RVO) sector support projects aimed to establish or strengthen a ‘first point of contact’ for the issue of clean cooking, to be a strong central structure to act as convener of sector stakeholders. In Kenya and Ghana, the national alliances have succeeded in becoming the go-to organisation for government and other stakeholders on clean cooking issues. Their role as sector coordinator has increased, though their position is still fragile and should be further developed and strengthened. The strategic plans of the alliances have not yet been fully executed, and secretariats need to further grow in their role. Sustained activities are needed to secure their position in the political and public debate. In Uganda, due to the scattered landscape of associations, there is not one central point of contact, which has hampered the effectiveness of UNACC as sector representative or coordinator (see 2.2). HEP in Bangladesh has increased coordination in the sector, but is not widely seen as an effective sector representative as activities are scattered and stakeholder meetings not well facilitated.

Representation of the clean cooking sector, and specifically private sector actors, is broadly recognised as a key role of the alliances. Over 40% of the member base of GHACCO, CCAK and UNACC are private sector members. This is in contrast to HEP, which has mainly NGO members and less than 20% private sector members (as they do not see much added value). Currently, there is limited (active) participation of end users in the alliances, such as community groups.

GHACCO and CCAK have succeeded to broaden their membership and partnership base, to ensure that as an organisation they are able to speak on behalf of the whole sector and not only part of the sector. For example, GHACCO engaged actively with the charcoal, LPG, biogas and woodstove sector, as all are key actors in the clean cooking discussion. Also, the Ghana alliance has established regional chapters, to directly liaise with district actors and ensure nationwide representation. In Kenya, CCAK has developed a clean cooking communication strategy, which has helped strengthening the alliance’s messaging and communication materials, and developing relationships with media. However, it is early days in both countries, and continued support and activities are needed to reinforce the alliances’ position.

3.1.3 Knowledge development and exchange

The clean cooking sector is hampered by the lack of local data, and there is little funding available to collect reliable, country- or region-specific data on a regular basis. Governments and investors need better data to develop viable business models adapted to the local context and allow for scaling of investments in the sector. Sector organisations could play an important role in terms of facilitation of data gathering, knowledge development and exchange within the sector.

In Bangladesh, Ethiopia, Ghana and Kenya, the Dutch support projects have invested in the development of knowledge products, largely aimed at the increased availability of quality data and evidence about the cooking sector²⁰. Studies on the state of the sector, market analyses, and business model analyses were offered to members and other stakeholders. Also policy analysis reports and policy briefs were developed to inform advocacy towards government. Some alliances regularly provide information to their members through emails, an online portal and/or through periodic publications. Others have more infrequent contact with their members, mainly through activities and meetings.

The reflective dimension of the cooking sector stakeholders 'coalitions for change' (see 1.1) should be further developed to build a common understanding of the challenges and work towards collective action. The evidence gathered should be actively used for learning amongst the stakeholders, so that root causes blocking the sector transition are identified, and transformed in collective action to address them. In Ghana, a Market Data and Monitoring Framework is being established which can form the basis for monitoring progress and developing effective strategies to accelerate the transition.

The alliances make limited use of online channels for knowledge exchanges. CCAK – the only alliance with a communications strategy – has the most active online presence, with an active website, online portal and a Facebook page with >1100 followers. However, even though there are regular posts on the Facebook page, there are few online reactions (which could be indicative of limited reach or limited engagement). Other alliances have a website and/or Facebook page, but with no or limited recent activity.

UNACC in Uganda has developed a highly active daily exchange via WhatsApp, where all available information on policies, regulations, standards, events, exhibitions, tenders is being channelled. The group also serves for networking, with almost 100 members from private sector, government, testing institutes, donors, NGOs and CBOs.

Awareness raising can be an important role for national alliances, or other actors depending on the audience. The (perception of) the level of awareness in the different countries however is highly variable for different stakeholder groups and for different geographical areas. The RVO sector support project in Uganda had an explicit awareness raising component, which was successfully implemented and resulted in a slight increase in awareness amongst the 100 households evaluated²¹. In the survey amongst external stakeholders²², the alliances in Ghana, Kenya and Uganda are recognised as an important factor contributing to an increased level of awareness about clean cooking over the past three years.

²⁰ This was not one of the project components in Uganda.

²¹ Kisakye, R., Ende/GIZ, December 2018. Impacts of awareness raising campaign on households and stove selling hubs. Evaluation report.

²² Interviews and a survey amongst external stakeholders, March/April 2019.

3.1.4 Government

Governments (national and local) are key stakeholders in the cooking sector transition. However, in all five countries, the responsibility for different aspects of clean cooking (health, energy, forests, environment, gender, economic, technological) are spread over multiple ministries and departments, both at national and local government level (in Uganda and Bangladesh coordinated by the ministry responsible for energy). In Ethiopia, the energy aspect of the clean cooking sector is fragmented among three ministries (biomass stove & fuel at EFCCC, biofuels at MoMP, biogas at MoWIE²³). This makes it challenging to effectively engage and coordinate with government stakeholders. There is a need to involve all relevant decision-makers and develop a collective vision on the cooking sector transition at government level.

The sector support projects have been implemented in close collaboration with the national governments in the countries. In Bangladesh and Uganda, the national alliances are led by the government. Although it is commendable that government takes the lead in the clean cooking agenda, there is a risk of delays due to changes in political priorities, complex political processes and bureaucracy. On the other hand, these alliances can more easily engage with government institutions. In Bangladesh, (active) participation of private sector in the Household Energy Platform hosted by the government is -so far- limited.

Although governments are generally supportive of clean cooking, this does not automatically result in concrete projects or increased budget allocation. Currently, governments mostly rely on the alliances, supported by donor funding, to facilitate the necessary processes or carry out urgently needed studies. In all countries, project activities focussed on increasing coordination with and between government departments and institutions. In two countries (Kenya and Uganda), inter-ministerial committees were created (led by the alliances) to increase coordination between different ministries and government institutions. In Kenya, this has already resulted in concrete outcomes, such as the integration of clean cooking on the agenda of the Ministry of Health, which has also adopted and contextualised the WHO guidelines for Indoor Air Pollution. In Ghana, GHACCO established a high-level working group with representatives from different agencies in and outside of government to push for government action and enhance cross-government collaboration. The effectiveness of these inter-ministerial groups in speeding up the sector transition is still to be seen.

The national alliances have also established strong working relationships and targeted partnerships with specific government agencies; e.g. CCAK works with the Kenya Bureau of Standards and the Kenya Industrial Research and Development Institute on the development of standards and testing methodologies. By collaborating with the 2nd Lady of Ghana and two Ministers, GHACCO has identified 'champions' at the government level to stimulate policy changes and priority setting. In Uganda, UNACC exchanges and works with the Uganda National Bureau of Standards (UNBS), and some UNACC members are experts on the ISO TC285 working group on the development of cookstove standards.

In all countries, progress has been made in putting the issue of clean cooking on the political agenda, at the national level and in some cases also at the regional/local level. Focus in most countries has been on developing or revising the country clean cooking action plan/policy to provide broadly agreed policy frameworks, including targets, for further government action. Other key policy areas are standards for cookstoves and fuels, and tax regulations. In the countries with the strongest (and independent from government) national alliances (Ghana and Kenya), strongly increased political will has resulted in concrete policy and regulatory changes (see Table 4). In Bangladesh and Uganda, the countries where the alliances are led by government, political discussions have been initiated, but progress is slow. In Uganda UNACC (with support from GIZ) supported the review of the energy policy that is now in final stages of publication. In Ethiopia, the RVO project has spearheaded the development of the Ethiopian national standard in collaboration with the Ethiopia Standard Agency.

²³ EFCCC = Environment Forest and Climate Change Commission, MoMP = Ministry of Mines and Petroleum, MoWIE = Ministry of Water, Irrigation and Energy.

3.2 Roles and functioning of national alliances

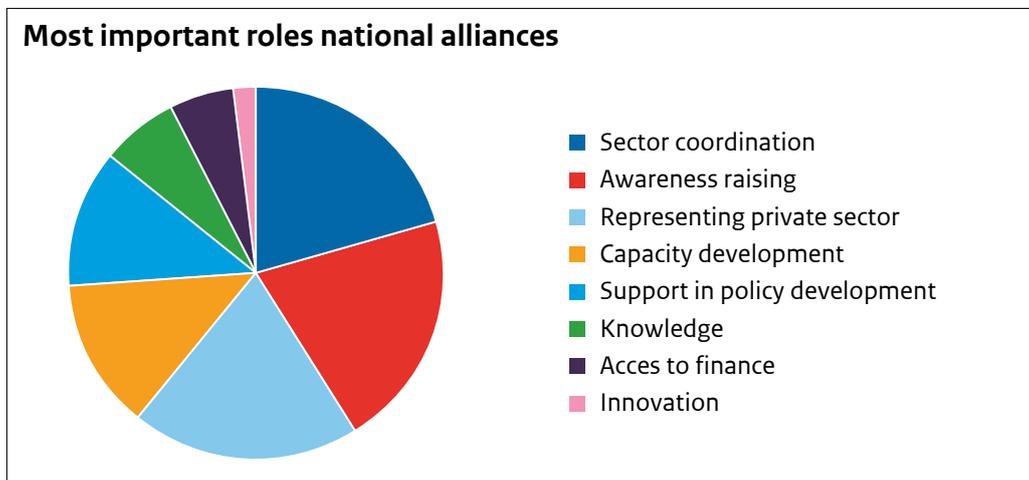
This section looks into the main roles for national alliances – using information from stakeholder interviews and the external survey – and the alliances’ effectiveness in those roles. In section 3.2.2, the effectiveness is related to the institutional dimension, as the functioning of national alliances as ‘coalitions of change’ is dependent on the institutional structure, stability and accountability.

3.2.1 Priority roles

The survey under external stakeholders shows a strong support for national alliances as an essential institute for clean cooking sector development²⁴. One respondent from Kenya referred to the national alliance as the ‘face, heart and mind of the industry’. The most important roles for national alliances for clean cooking (as identified in the interviews and survey) are sector coordination, support to policy development, awareness raising, representing private sector interests, and knowledge development and exchange²⁵.

The priority roles are different per country, and depend on the state of the sector, the policy framework and the nature of the national alliance. Also, priorities differ for different stakeholder groups, e.g. private sector representatives generally point at the role of supporting policy development as the key responsibility of a national alliance. Across the countries, more than 60% of the respondents point at sector coordination, support in policy development, and awareness raising as the three most important roles for the alliances. Capacity development, access to finance and innovation are judged as less important roles for cooking alliances.

Figure 1 Results of survey amongst external stakeholders on the roles of national alliances



There are interesting differences per country. In Bangladesh and Ethiopia, sector coordination and support in policy development are the main tasks identified for the alliance. In Kenya (though with limited respondents), the two main tasks are representation of the private sector and support in policy development. In Ghana and Uganda, awareness raising was listed as most important task, followed by sector coordination and support in policy development.

Even though access to finance and innovation score low in the survey as priority role for alliances, the project interventions aimed at private sector, such as the Innovation Award and Summit in Uganda and business services offered to cookstove or fuel companies, were successful and much appreciated. These types of services can play a key role in increasing the visibility of the alliances and expanding their

²⁴ Interviews and a survey amongst external stakeholders, March/April 2019.

²⁵ Interviews and a survey amongst external stakeholders, March/April 2019.

membership, though this opportunity has not been fully exploited in Uganda due to limited funding. As can be seen in section 3.1, the success of the alliances in the priority roles varies per country. The HEP in Bangladesh has focussed on sector coordination, though the platform lacks a clear direction and work plan. The alliances in Ghana and Kenya have been most effective in playing all priority roles, with their effectiveness growing over time. In Uganda, a range of different energy associations were set up under the umbrella organisation UNREEEA (founded in 2014 with support of GIZ). Both UNREEEA itself, and two of its member associations BEETA and UNBA, are directly engaging in the clean cooking debate. UNACC was set up in 2013 with the financial support of the Clean Cooking Alliance and later WWF and GIZ/EnDev. The roles and responsibilities of the respective alliances have never been clearly defined, and UNACC is still in the process of defining their place next to, under or amongst other sector associations.

3.2.2 Making alliances work

The effectiveness of alliances is dependent on how they are organised. The national alliances generally consist of a secretariat, steering/executive committee and several working groups. The success of the structure requires clear roles and responsibilities, accountability and some level of organisational stability (see 1.1). Looking at the outcomes presented in Chapter 2 in combination with the different organisational setups (2.3), the following success factors regarding the organisational structure and stability of alliances are identified:

- The adoption of *strategic and business* plans for the organisation has given the alliances in Ghana and Kenya a clearly defined value proposition, direction and focus in organising their activities, and enhanced credibility as a sector representative. These organisational plans also increase institutional accountability.
- The value proposition resulted in clearer communication to members and stakeholders about the *benefits* of being a member of the alliance. For example, the alliances being more vocal in representing the interests of the members, and the offering of trainings to members have attracted new (paying) members to the organisations.
- Sector representation and coordination requires strong facilitation by *strong leaders* that are able to bring people together. Strong people on leadership positions in the alliances and a strong secretariat have resulted in more activities being successfully implemented by the alliances, leading to increased visibility, credibility and membership.
- The alliances with a clear strategy have been more successful in attracting new funding, resulting in *diversification of funding* sources (GHACCO, CCAK). This adds to the organisational stability and sustainability.

Most of these elements for success correspond with some of the key factors for making alliances work as outlined in the annex: a clear, joint aspirational goal, clear reasons for members to collaborate, and strong leadership.

Similarly, the outcomes presented allow for identification of some challenges and barriers encountered in the operationalisation of the alliances:

- Long-term sustainability of the alliances is threatened by the *volatility of funding* sources. The organisations are largely reliant on project funding from bilateral donors, Clean Cooking Alliance, government and/or international NGOs, with other income from membership fees and services representing only a small portion of the budget. Project funding is limited in time, and generally linked to concrete, measurable outputs. Funders often want to see direct impacts (e.g. cookstoves sold), and funding available for more general roles such as sector coordination or policy influencing is limited.
- *Capacity of the secretariat* is or has been a challenge for most alliances as well. In some cases, the operationalisation of the alliance is dependent on only one or two people, who are struggling to deliver on all important tasks handed to the secretariat. Even when secretariats are bigger, the people do not always have all necessary skills to make the organisation stronger. The role of the CEO/main coordinator is key, making the success of the organisation much dependent on the leadership skills of one person (causing extra fragility of the organisation).
- In the absence of a clearly defined and broadly agreed *strategic direction* and value proposition for the organisation, the impact of the alliances is limited. Meetings are being organised, activities held, but no significant progress is achieved in terms of policy changes, increased government and private sector investments, or better-quality services.

- Success of an alliance stands or falls with *engagement of the members*. An executive committee and working groups only function when members are committed to contributing to the success of the organisation. Once there is a joint direction and clear value proposition for members, agreed and supported by a broad member base, alliances are more successful in maintaining active subcommittees with a useful contribution to sector development. Members contribute more actively when they see the value for their own benefit.
- Some alliances encounter challenges related to the structure of the organisation. A *complex structure* with too many committees and subcommittees where everyone needs to have a say is not workable in practice. This can be related to the reluctance of people to give up their position of influence, or to a setup in which tasks are too fragmented.

Some of these challenges and barriers also relate to the key factors for making alliances work: lack of clarity around the strategic direction and the value proposition leads to a lack of commitment from stakeholders/members. Also, there is a need for dedicated ‘first movers’ to take the lead in the alliances, in order to make the board/executive committee and working groups function. Lack of strong leadership from the secretariat hampers an alliance. In some cases, ‘the will to let go’ seems to be missing, resulting in complex organisational structures (for example in the case of Bangladesh), or an overly populated arena (in the case of Uganda).

Based on this analysis, the most effective structure for a national alliance seems to be an independent membership-based non-profit organisation with significant representation from the private sector. A broad membership base with members from all relevant sectors increases the organisation’s credibility, sustainability and effectiveness. The alliances are most effective when functioning independently from government, whilst working in close collaboration with government. In Bangladesh and Uganda, where the alliances are embedded in or led by government, respectively, less concrete outcomes have been observed in the duration of the sector support projects. This can be caused for example by a slow pace in government processes, complex political dynamics or a lack of alignment with needs of the sector.

The uncertainty of funding is a major challenge for all national alliances. They are, especially in the early years, largely dependent on external funders, i.e. donors and/or government. It is desirable for alliances to diversify their funding sources as much as possible, to increase long-term organisational sustainability. The strategic plans of GHACCO and CCAK project an increase in income from membership fees and services, but this will not lead to independence from donor and project funding on the short term. UNACC has developed a funding strategy with which it aims to broaden its income base.

As discussed in section 1.2, the alliances are expected to become more donor-independent over time with the growth of the clean cooking market, as more and stronger private sector members are likely to contribute to the organisation and more income from services can be expected. On the medium term, national alliances with an important sector coordination role should aim for differentiated funding ideally with a share of public funding. A membership contribution increases the sense of ownership and commitment of members. At the same time a share of public funding prevents ‘money is power’ dynamics, ensuring that a critical attitude can be maintained in case members do not deliver on commitments.

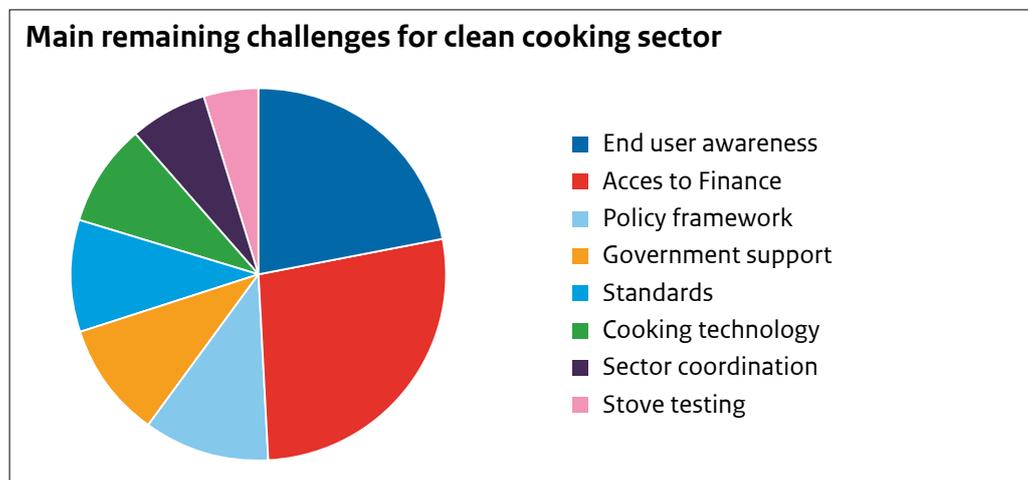
In mature markets, where the coordination between different stakeholder groups becomes less important, the national alliance can eventually transition into an industry association, mainly focused on representing the interests of private sector members. Long-term funding for industry associations can be based on for example membership fees, sales of services, sponsorship packages, events, special projects, government fees, etc.

3.3 Future sector outlook

Based on the country project reports, and the survey and interviews with external stakeholders, this section gives an overview of the main remaining challenges for the clean cooking sector, relating this to the roles of national alliances.

In the survey of external stakeholders, most respondents point at access to finance (77%) and end user awareness (65%) as the two main remaining challenges for the clean cooking sector. Access to finance includes both finance for manufacturers and distributors to expand their business, and for consumers to facilitate purchase. Other important issues are the policy framework, government support for the issue, and standards, followed by cooking technology, sector coordination and stove testing capacity.

Figure 2 Results of survey amongst external stakeholders on the main remaining challenges for the clean cooking sector



Small differences can be observed between the survey results from the different countries. In Bangladesh, the survey responses are consistent with the overall trend mentioned above. In Ethiopia, cooking technology is seen as the 3rd big challenge (after finance and awareness), while in Uganda and Kenya the lack of standards is recorded as the 3rd big challenge. In Ghana, there is unanimous agreement that access to finance is the biggest challenge, followed by awareness, policies, government support and technology.

With respect to the different roles of national alliances, coordination between different sector actors is seen as the first priority in the near future. In most countries, this includes coordination between different ministries and government agencies, working towards a broadly agreed (update of the) clean cooking action plan/policy and ensuring alignment in implementation of interventions. Also, it is deemed important to strengthen the coordination and alignment between different government programs and activities of development actors (donor agencies, NGOs), to ensure efficiency and complementarity. Further engagement of the alliances with government is needed to ensure conducive tax regimes for cleaner cooking technologies and fuels, and to advocate for adequate budgetary allocation for concrete interventions in support of clean cooking. Also, government support is needed for regular gathering of local, gender and youth disaggregated data and for vocational trainings to ensure a skilled labour force.

Another focus area for the alliances is the adoption and enforcement of standards for cleaner cookstoves and fuels. The alliances aim to work with government and government agencies to finalise the regulatory framework and push for swift adoption. Also they plan to work with the private sector on innovation and implementation of a labelling framework. In some countries, a phased implementation of standards will be needed, in combination with support to private sector to stimulate innovation. In parallel, strengthening of testing centres is needed.

In Kenya and Ghana, the alliances will look at engagement of local governments and grassroots actors to strengthen coordination and implementation in the districts/counties. In Uganda, the first priority is for the different associations to clarify their position and roles, and align their actions in an agreed strategy. In some countries, special attention is needed to ensure active private sector engagement in the alliances.

In all countries, there is a need for further demand creation through awareness raising and behaviour change campaigns. This is also important to increase investors' confidence and attract finance. Support to businesses is needed to develop viable inclusive business models. In some areas, consumer financing is needed to kickstart the market.

The survey and analysis of the DGIS (RVO) sector support projects has shown that within a country there are sometimes widely varying perceptions of the key challenges in the clean cooking sector. To move forward in the sector, it is important that sector stakeholders jointly reflect on available evidence, to create a common understanding of the main factors that hamper the cooking sector transition. In support of this, there is a need for local data on the cooking market, levels of awareness and key drivers of change in different areas. Based on a joint analysis of the challenges, national alliances can facilitate the development of possible transition pathways for the cooking sector. The joint formulation of a common vision for sector transition that accommodates stakeholders' interests (the discursive dimension) is important for the stakeholders to work together in concrete projects resulting in tangible changes throughout the system (the implementing dimension). Working in partnership with government, stakeholders should implement projects aimed at market stimulation through demand creation, sustainable supply and innovation. In their role as sector coordinator, alliances could help increase access to finance by supporting small companies to benefit from carbon credits, for example by facilitating the bundling of small initiatives into a joint carbon project.

Production of improved cookstoves Man&Man in Ghana @Rianne Teule SNV



4

4 Lessons learned and recommendations

4.1 Summary of learnings

Sector transitions happen through joint effort, and ‘coalitions for change’ – bringing together all relevant stakeholders – are needed to jointly develop and scale transition pathways towards a cleaner cooking sector. Based on a joint understanding of blockages, a collective vision should be formulated to give direction for sector interventions. Concrete implementation projects need to be developed, and in partnership with government, markets should be stimulated through creation of demand, strengthening of supply and innovation. Progress should be monitored, allowing for continuous learning and adaptation of the vision as and when needed.

The clean cooking sector is in need of a convening, coordinating and binding force, providing a strong and aligned voice to the sector, and a common base for knowledge and expertise. Such a binding force – e.g. a national alliance – can form a ‘coalition for change’ and facilitate transition thinking in the cooking sector. ‘Coalitions for change’ work best when the collaboration is structured under an institution with a core group of first movers that can develop into independent, self-sustaining organisations.

Under the Clean Cooking Sector Support program, the projects in Bangladesh, Ethiopia, Ghana, Kenya and Uganda have, in a relatively short period, been successful in convening key stakeholders from private sector, government, knowledge institutes and civil society to work towards greater alignment and increased coordination. A number of strategic milestones have been achieved, such as policy changes, adoption of standards, sector studies and business incubation activities.

The DGIS (RVO) sector support projects have provided critical support to national alliances in the respective countries, helping them shaping their roles and functions. They have key roles to play in:

- Facilitating or contributing to a sector-wide stakeholder dialogue aimed at increased alignment and efficiency to speed up the transition of the clean cooking sector
- Facilitating the coordination of interventions in support of a sector transition
- Providing support to national and local governments in policy development
- Raising awareness to stimulate demand and increase financial support to the sector
- Representing the private sector interests
- Knowledge development and knowledge exchange between all sector stakeholders

The Dutch project support has enabled some of the alliances to strengthen their position and increase their involvement in the sector development. There are however significant remaining challenges and the different project approaches have not been equally successful. Main remaining challenges in the sector are access to finance (for businesses and consumers), end user awareness, and a conducive enabling environment. Looking at the different dimensions the alliances work in²⁶ (as described in section 1.1), the alliances have been most successful in the relational dimension, which is an essential first step in the process. Continued support is needed to strengthen the other dimensions. To move forward in the sector, specific attention is needed for the discursive dimension, working towards a joint vision on sector transition, and the implementing dimension, facilitating the development and realisation of concrete actions by stakeholders.

²⁶ Oorthuizen, J. et.al. (2018) Collaborative transformation - the art of making international trade more sustainable. Retrieved from <https://www.idhsustainabletrade.com/collaborative-transformation/>

This analysis shows that the sector alliances are most effective when functioning independently from the government but working in close collaboration with the government. When government takes a leading role in the national alliance, there is a risk of delays due to e.g. complex political dynamics.

The governments in the five countries are generally supportive of clean cooking, but are currently mostly reliant on the alliances, supported by donor funding, for sector coordination, knowledge gathering and support in policy development. To speed up sector transformation, governments need to acknowledge the relevance of clean cooking for achieving the Sustainable Development Goals, recognise the longer term needs of the sector, and allocate adequate budgets.

The alliances need strong leadership and a minimum level of stable capacity in the secretariat to allow for an enhanced level of activity. This is essential to expand and broaden their membership base, get significant representation of private sector, and increase the alliance's credibility, sustainability and effectiveness. Strong leadership includes an effective decision-making structure and a CEO who is able to bring people together, inspire, and speak on behalf of the sector. It is critical that the CEO and the organisation are trusted by its members.

In addition, the formulation and agreement of a clear value proposition, and the adoption and implementation of organisational strategic and business plans are critical for the alliances to grow into a stable sector organisation. The alliance should position itself collaboratively with respect to other associations in the country that are relevant to the cooking sector.

National alliances are, especially in the early years, largely dependent on external funders, i.e. donors and/or government. It is desirable for alliances to diversify their funding sources as much as possible, to increase long-term organisational sustainability. With the growth of the clean cooking market, the alliances are expected to become more donor-independent over time, with increased income from services and membership fees from more and stronger private sector members. In the medium term, national alliances with an important sector coordination role should aim for differentiated funding ideally with a share of public funding. In mature markets, where the coordination between different stakeholder groups becomes less important, the national alliance can eventually transition into an industry association, with the representation of the interests of private sector members as their primary role.

With a competent, dynamic, inspiring leader in combination with a strong secretariat and a diversified funding base, the alliance can be expected to sustainably deliver on the value proposition and provide services in support of the member's needs (in terms of sector representation, advocacy, knowledge, etc.). The sector representation role of the alliances can be further developed by strengthening the online presence of the organisations, and ensuring regular interaction with (potential) members using a range of different communication channels, such as direct emailing, newsletters, social media etc. Alliances can also be expected to provide knowledge and communication materials as a service to members.

4.2 Recommendations

4.2.1 General recommendations

The transition to clean cooking requires a holistic and multidisciplinary approach, in which stakeholders from across sectors must step beyond their own interests and come together for the greater good. Sector actors from government, private sector, civil society and academia should come together in a 'coalition of change' to build a common vision on sector transition pathways and challenges, and collectively take action.

To accelerate this process, continued support is needed to address the challenges outlined above and further strengthen national clean cooking alliances. Funders, governments and other stakeholders should be aware that a complex sector transition as is needed for clean cooking requires sustained support and effort. It takes time to bring together all relevant government, private sector and civil society stakeholders and create sufficient trust and openness amongst them to jointly reflect on available evidence, and come to a common understanding of the main factors that hamper the cooking sector transition.

It also takes time to create a sustainable sector organisation with a broad, stable membership base that is recognised by government and key players as a credible representative of the sector. A viable and legitimate national alliance can play a vital role in the facilitation of a 'coalition of change', accelerating the transformation of the cooking sector. A strong alliance can safeguard a conducive environment in which a multistakeholder dialogue can take place, taking into consideration the local context, as well as understanding the power relations to determine the most successful approach.

The position of the national alliances in the project countries is still fragile, and continued support for organisational strengthening and activities is needed to reinforce their position in the political and public debate on clean cooking. It is recommended that a national alliance is set up as an independent membership-based non-profit organisation with significant representation of private sector. For the alliances to further enhance their role, support should provide resources and capacity focussing on:

1. Organisational sustainability through:
 - Development and implementation of strategic & business plans
 - Clarity of the value proposition to increase credibility and justification for membership
 - Functional leadership and governance structure
 - Development and implementation of a communications strategy
 - Broadening of the membership base
 - Offering of membership and consultancy services e.g. on data gathering/sharing, standards & labelling
 - Diversification of funding sources
2. Strengthening their role as sector coordinator and representative by enabling the alliances to:
 - Facilitate reflection and learning amongst sector stakeholders by gathering data and creating and disseminating knowledge products which allow joint identification of root causes blocking the sector transition, as well as the development of collective actions to address them
 - Jointly with partners and members, develop a vision on the future of the sector based on country cooking transition pathways
 - Systematically monitor the outcomes of sector activities on key indicators such as policy and regulation, standards and testing, access to finance, market intelligence and product and business development
 - Increase awareness on clean cooking solutions and challenges amongst local decision-makers and consumers

The alliances should identify priority roles (value proposition) depending on the country context and the state of the market. It is desirable for alliances to diversify their funding sources as much as possible, to increase long-term organisational sustainability. The long-term outlook for national alliances should be aimed at universal access to clean cooking by 2030 (Sustainable Development Goal 7). In a mature market with strong market players, the alliances can be expected to evolve into an industry association with mainly private sector members, which can be mainly or fully financed by its members.

In addition to the work of national alliances, support is needed to address the challenges in the sector, for example aimed at:

- Support for local businesses to increase supply and distribution of clean cooking solutions, and to stimulate innovation
- Support to financial institutions to develop innovative financing schemes for businesses and consumers
- Capacity development support to governments, government institutions, private sector and civil society (depending on the local needs)
- Ensuring adoption and enforcement of standards for cleaner cookstoves and fuels, including strengthening of testing centres
- Ensuring inclusivity through capacity development of local groups and inclusion of end users and local communities in multi-stakeholder processes
- Collection of reliable local data, market analyses and end user information (level of awareness, drivers of change)

National alliances can potentially play a role in these functions, but not necessarily.

Governments have an important role to play to stimulate clean cooking. It is important that the alliances work in partnership with the government, to increase government awareness of the cooking problem and ensure government ownership of interventions that are necessary to stimulate sector transition. Inter-ministerial coordination should be enhanced, and alignment of policies related to clean cooking is of paramount importance. Through multistakeholder processes, governments should ensure swift adoption and implementation of conducive policies for clean cooking (such as conducive tax regimes, a regulatory framework on standards for cookstoves and fuels), and ensure adequate budget is allocated to accelerate sector transition.

Keeping in mind one of the key success factors for making alliances work, funders, governments and other actors should be ready to celebrate small successes, as a 'coalition for change' will not change the system at once, but should build on smaller, successful steps moving forward. Sharing and celebrating these small successes publicly is important to broaden awareness on clean cooking, strengthen social acceptance of clean cooking solutions and increase investor's confidence.

Through an international Community of Practice (utilising existing structures), best practices and learnings in the cooking sector transformation should be shared globally to ensure cross-country learning and inspiration. Ongoing initiatives on data gathering need to be mapped to ensure knowledge sharing, identify gaps and ensure relevant information is shared and utilised by in-country stakeholders.

4.2.2 Country-specific recommendations

Bangladesh

The first priority in Bangladesh is to form a stronger 'coalition for change' that plays a central role in bringing together and aligning a broad group of stakeholders (with strong input from private sector). This coalition for change can facilitate the creation of a joint vision on how most effectively to transition the cooking sector. The government of Bangladesh continues to play an important role to stimulate the clean cooking sector by revising the Country Action Plan through a broad multi-stakeholder process. The government can consider reducing its leading role in the Household Energy Platform as national alliance, and work in partnership with a national alliance rather than hosting and leading it.

Support for transitioning the cooking sector should be aimed at:

- Strengthening sector coordination:
 - Capacity development and coaching of leading stakeholders in a multistakeholder process to develop a broadly supported vision for transitioning the cooking sector
 - Support in establishing a suitable organisational structure and developing a strategic plan (including a clear value proposition for members) for effective sector coordination
 - Support knowledge exchange and learning amongst sector stakeholders
- A conducive policy environment:
 - Revision of the Country Action Plan for clean cooking through a multistakeholder process
 - Increased awareness on clean cooking in government, and inter-governmental coordination involving all relevant ministries in the development of clean cooking regulatory framework and support programs
- Market development:
 - Increase coordination between stakeholders and ongoing clean cooking programs aimed at strengthening supply of clean cookstoves and fuels
 - Increasing demand for improved and clean cookstoves by developing and implementing consumer awareness activities, with input from and in collaboration with sector stakeholders.

Ethiopia

The sector support project in Ethiopia is ongoing, with the launch of the Ethiopia Clean Cooking Alliance planned in 2019. Continued support for the alliance will be needed in the coming years for the organisation to establish and strengthen its position of sector representative. Initial steps were made to improve the policy environment for clean cooking, and this process will continue.

Support for transitioning the cooking sector should be aimed at:

- Strengthening of ECCA as sector representative:
 - Supporting the adoption of a strategic and business plan for ECCA and its implementation through: the hiring of expert staff; capacity development on gathering and use of evidence, communications, market development support; coaching on leadership and advocacy; support in fundraising/business development
 - Supporting ECCA in delivering on its value proposition, bring together stakeholders from all relevant sectors, jointly develop a vision on sector transition and coordinate collective action
- A conducive policy environment:
 - Increasing inter-governmental coordination involving all relevant ministries in aligning clean cooking-related policies and developing action plans, guidelines and manuals
 - Creating a public agency/committee focussed on clean cooking
 - Supporting the adoption, implementation and enforcement of a cookstove standards and labelling framework, including establishment of testing facilities, through a multistakeholder process
- Market development:
 - Supporting knowledge gathering of market-relevant data
 - Working with academic institutions to develop training curricula for clean cooking entrepreneurship, innovation and marketing
 - Increasing demand for improved and clean cookstoves by developing and implementing consumer awareness activities, with input from and in collaboration with sector stakeholders.

Ghana

Even though Ghana is one of the frontrunners in the area of clean cooking, continued financial support and technical assistance is needed to accelerate the sector transition. The Ghana Alliance for Clean Cooking has positioned itself strongly as a sector representative but continues to need support to enhance its organisational sustainability. Though GHACCOs Strategic Business Plan sets out for a four-fold increase in membership income (fees and services) over the coming three years, in order to maintain the current strong secretariat continued funding from donors support programs and specific projects will be needed.

Support for transitioning the cooking sector should be aimed at:

- Strengthening of GHACCO as sector representative:
 - Supporting the implementation of its strategic business plan and delivering on the value proposition. This support should include recruitment to fill vacancies in secretariat, development of a fundraising/business development strategy; hiring of dedicated staff for communications and business development; capacity development on communications, proposal writing, market development support; coaching on leadership and advocacy
 - Joint development of a long-term vision on sector transition by accompanying GHACCO (and its members) and key stakeholders in the Government of Ghana in a multistakeholder process
- A conducive policy environment:
 - Operationalisation of the standards and labelling scheme for biomass cookstoves through technical assistance to the government of Ghana. This includes for example capacity strengthening of testing centres and government institutes ensure enforcement of the standards; innovation support and incentives for cookstove businesses; a consumer awareness campaign on the labelling
 - Capacity development for policy makers on how to accelerate sustainable market development for clean cooking
- Market development:
 - Strengthening the supply of improved and clean cookstoves by offering capacity development and innovation incentives for cookstove manufacturing and distribution companies. This could be done through GHACCO members, which would strengthen the alliance's value proposition to their members
 - Operationalise the Market Data and Monitoring Framework with up-to-date market data
 - Increasing demand for improved and clean cookstoves by developing and implementing consumer awareness activities, with input from and in collaboration with GHACCO and local civil society organisations.

Kenya

In Kenya, many national and international players are active in the cooking sector, with support from the government of Kenya and international donors. CCAK plays a central role in representing the sector, and its position should be further strengthened to reinforce its role in policy discussions and sector coordination. The CCAK secretariat is still fragile, and support will be needed to secure implementation of its strategic and business plans.

Support for transitioning the cooking sector should be aimed at:

- Strengthening of CCAK as sector representative:
 - Supporting the implementation of its strategic and business plans. This support should include development of a fundraising/business development strategy; capacity development on communications, proposal writing, market development support; continued coaching on leadership and advocacy
 - Implementation of sector coordination and activities aimed at private sector players, to increase its membership base and deliver on its value proposition to members
 - Development of a knowledge management system available to its members
- A conducive policy environment:
 - Ensuring finalisation and implementation of the revised Country Action Plan
 - Supporting the adoption, implementation and enforcement of cookstove standards and labelling through technical assistance to the government of Kenya and CCAK. This includes for example capacity strengthening of testing centres and government institutes to ensure enforcement of the standards; innovation support and incentives for cookstove businesses; a consumer awareness campaign on the labelling
 - Continued government coordination through the Inter-Ministerial Committee

- Market development:
 - Strengthening the supply of improved and clean cookstoves by offering capacity development and innovation incentives for cookstove manufacturing and distribution companies. This could be done through CCAK members, which would strengthen the alliance's value proposition to their members
 - Increasing demand for improved and clean cookstoves by developing and implementing consumer awareness activities, with input from and in collaboration with CCAK and local civil society organisations.

Uganda

The analysis in this report shows that a scattered landscape of stakeholder groups does not contribute to a stronger enabling environment. In Uganda, it is imperative that roles and responsibilities are clarified between the various alliances and associations related to clean cooking. The stakeholders involved in and supporting the alliances (mainly UNACC and UNREEEA) need to come to an agreed way forward for the organisations (in a united organisation or through intense collaboration), to be secured in a strategic plan (currently under development). Also, sector stakeholders should jointly reflect on the current state of the cooking sector, working towards a common understanding of the main factors hampering progress to clean cooking. Evidence should be gathered in support of this discussion, to allow for the joint development of a vision on sector transition and concrete projects resulting in tangible changes.

Support for transitioning the cooking sector should be aimed at:

- Strengthening sector coordination:
 - Supporting the adoption and implementation of a strategic plan for UNACC/UNREEEA, followed by capacity development and coaching of leaders to ensure an effective organisational structure for sector coordination is established
 - Facilitation of a multistakeholder process to develop a broadly supported vision for transitioning the cooking sector
 - Support data and knowledge gathering and learning amongst sector stakeholders in support of these processes
- A conducive policy environment:
 - Development and adoption of a broadly-supported country action plan for clean cooking
 - Supporting the adoption, implementation and enforcement of a cookstove standards and labelling framework through a multistakeholder process
 - Increased inter-governmental coordination involving all relevant ministries in the development of clean cooking regulatory framework and support programs, e.g. in the existing Inter-Ministerial Committee on Clean Cooking
- Market development:
 - Development and implementation of clean cooking programs aimed at strengthening supply of clean cookstoves and fuels, including support to businesses and consumers in access to finance
 - Increasing demand for improved and clean cookstoves by developing and implementing consumer awareness activities, with input from and in collaboration with the alliance(s) and local civil society organisations.

Annex: Background Coalitions for Change

The creation of coalitions, alliances or sector associations requires significant time and resources. Key success factors for making alliances work are²⁷:

- Each member should have clear reasons to collaborate, to ensure sufficient commitment of members.
- A couple of first movers willing to invest (finance, time) in the build-up of the organisation.
- A clear, joint aspirational goal.
- Strong, senior leadership.
- Readiness to celebrate small successes. A collaboration will likely not change the system at once, but should build on successful steps moving forward.
- The will to let go. Successful alliances evolve into permanent, self-sustaining, and independent institutions, where founders typically move out of the picture once both a capable leader and a long-term funding model are in place.

These dimensions and success factors are based on an analysis of a range of successful and less successful 'coalitions for change' from different sectors. Two successful examples are the Forest Stewardship Council (FSC) and Marine Stewardship Council (MSC). Both are international non-profit, multistakeholder membership organisations setting standards for sustainable forest products (since 1993) and sustainable fishing (since 1996), respectively. Representatives from different stakeholder groups (private sector, local communities, NGOs and certification organisations) have come together and agreed on a sustainability label and certification system that is widely known and recognised. Even though each group has different interests and motives, they have united behind shared objectives: to promote responsible management of the world's forests and to ensure sustainable fish stocks. Having been established by a group of strong 'first movers', they have evolved into permanent, self-sustaining, and independent institutions with a long-term funding model in place²⁸. Both organisations have encountered criticism on their certification systems, but it is widely recognised that both FSC and MSC are successful cross-sectoral collaborations that have (had) positive impact on increased sustainability in the forest and fishing sector, respectively²⁹.

²⁷ Inspired on Albani, M., July 2014. Creating partnerships for sustainability. <https://www.mckinsey.com/business-functions/sustainability/our-insights/creating-partnerships-for-sustainability> [accessed on 19 April 2019]

²⁸ Forest Stewardship Council, www.fsc.org; Marine Stewardship Council, www.msc.org; Albani, M., July 2014. Creating partnerships for sustainability. <https://www.mckinsey.com/business-functions/sustainability/our-insights/creating-partnerships-for-sustainability> [accessed on 19 April 2019]

²⁹ Amongst others: Di Girolami, E., Wageningen University and Research, 2018. Environmental Impacts of Forest Certifications. Retrieved from: <https://www.wur.nl/en/show/Environmental-impacts-of-forest-certifications.htm>; Albani, M., July 2014. Creating partnerships for sustainability. <https://www.mckinsey.com/business-functions/sustainability/our-insights/creating-partnerships-for-sustainability>



Social and behaviour change communication training at Safari Park @CCAK

Colofon

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