

Evidence for Informing Scaling and Impact in Youth and Women-Led Clean Energy Enterprises (EVI-SICEE) in Africa

Business Incubation Boot Camp report- Based on Kenya's experience Report

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Table of Contents

Table of Contents.....	2
List of Figures.....	3
List of Abbreviations and Acronyms.....	4
Executive Summary.....	5
1. Introduction	5
1.1 Background.....	5
1.2 Objective of the Business Incubation Bootcamp.....	6
1.2.1 Specific business Incubation bootcamp objectives	6
1.3 Target Participants	7
1.4 Training Methodology and Participants	7
2. Workshop Deliberations.....	8
2.1 Opening Remarks by Ann Kingiri.....	8
2.2 Entrepreneurship Innovation and Africa’s Opportunities.....	8
2.3 Gender Dynamics Influencing Decision Making in Clean Energy Enterprises	10
2.4 Building Bankable Enterprise in Building Bankable Enterprise.....	11
2.5 Building Financial Foundations	12
2.6 Intellectual Property (IP)	15
2.7. Policy & Institutional Support	17
2.8 The Importance of Digital & Social Media Marketing for Entrepreneurs	17
2.9 Roles of Kenya Industrial Research and Development Institute in Support of Entrepreneurs	17
2.9.1 Overview of KIRDI	17
2.9.2 The Role of KIRDI in Advancing Carbon Market Participation through Clean Cooking Innovation	18
3. Lessons learnt, Challenges and Recommendations	18
3.1 Training Evaluation: Participants Feedback Summary	18
3.2 Training Reference Materials	19
3.3 Lessons Learnt	20
3.4 Challenges	20
4. Annexes	21
Annex 1: Facilitator profiles	23
Annex 2: Training Program	24

List of figures

Figure 1: Ann Kingiri delivering the welcome remarks..... 7

Figure 2: Vincent Ogaya diving into policy issues and institutional support in clean energy businesses8

Figure 3: Participants at the Boot Camp..... 9

Figure 4: Aghan Oscar giving keynote speech on innovation and entrepreneurship..... 9

Figure 5: Ann Kingiri training on integrating gender perspective in clean energy entrepreneurship 10

Figure 6: Manyengo training on business plan development.....12

Figure 7: Eunice Maraga taking the participants through financial management and record keeping.....13

Figure 8 : Participants during the financial Management training.....14

Figure 9: Felix, a solar entrepreneur engaging in the Q & A session.....15

Figure 10: Clarisse training on Intellectual Property.....15

Figure 11: Effectiveness of training methods deployed.....16

Figure 12: Quality of training content.....17

Figure 13: Training content meeting expectations.....18

Figure 14: Trainers’ knowledge and expertise on topics covered22

Figure 15: Feedback on time allocated for the training sessions22



List of acronyms and abbreviations

Acronym	Full Form
ACTS	African Centre for Technology Studies
ASAL's	Arid and Semi-Arid Lands
CEE's	Clean Energy Enterprises
CCD	Climate Change Directorate
DNA	Designated National Authority
CIE	Energy Enterprises in Africa
CLA	Causal Layered Analysis
DEFT	Drivers, Enablers, Friction, and Turners
EVI-SICEE	Evidence for Information Scaling and Impact in Youth and Women-led Clean Energy Enterprises
EEA	Energy Enterprises in Africa
FLOCA	Frontline Community Action
IP	Intellectual Property
KCIC	Kenya Climate Innovation Centre
KCB	Kenya Copyright Board
KIPI	Kenya Industrial Property Institute
KIRDI	Kenya Industrial Research and Development Institute
KES	Kenya Shillings
MSEA	Micro and Small Enterprises Authority
MSME's	Micro, Small and Medium-Sized Enterprises
NDC's	Nationally Determined Contributions
PI	Principal Investigator
PDD	Project Design Documentation
SEO	Search Engine Optimization
SME's	Small and Medium Enterprises

EXECUTIVE SUMMARY

The Business Incubation Boot Camp, held from 23rd to 25th June 2025 at the Biblical Conference Center in Nairobi, convened 13 youth and women-led clean energy enterprises selected through a rigorous incubation selection framework under the EVI-SICEE project. The intensive three-day capacity- building event aimed to strengthen business skills, market readiness, and innovation capacity among these entrepreneurs to advance clean energy solutions in Africa. Facilitated by experts from African Centre for Technology Studies (ACTS), Kenya Climate Innovation Centre (KCIC), Kenya Industrial Research and Development Institute (KIRDI) and private consultants. The boot camp featured a comprehensive curriculum covering business planning, financial management, intellectual property, policy engagement, and digital marketing critical competencies for enterprise growth and scaling impact. Participants benefited from interactive methodologies including group discussions, peer learning, and practical exercises.

Key highlights included discussions on gender dynamics influencing decision making in clean energy, the role of institutional support such as KIRDI in technology commercialization and carbon market participation, and the strategic use of digital platforms for marketing and customer engagement. Despite challenges like limited time and external disruptions, participant feedback indicated strong satisfaction with the training quality, relevance, and trainer expertise. The boot camp constitutes a pivotal milestone in the EVI-SICEE project's goal to unlock systemic enablers and address barriers constraining youth and women-led clean energy ventures. This is towards equipping micro entrepreneurs to scale innovations, increase market participation, improve incomes, and contribute to sustainable and inclusive clean energy transitions in Africa. Lessons learned and participant insights will guide continued iterative improvements and follow-up support within the 6 months incubation process.

1. INTRODUCTION

1.1 Background

The clean energy sector in Africa holds immense potential not only for addressing pressing energy access challenges but also for creating inclusive economic opportunities. Youth and women micro, small and medium entrepreneurs (MSMEs) are emerging as key players in the energy transition, particularly in the development and deployment of decentralized renewable energy solutions. However, they face systemic challenges related to business development, access to finance, market entry, and policy support. The Evidence for Informing Scaling and Impact in Youth and Women-led Clean Energy Enterprises (EVI-SICEE) project seeks to generate actionable evidence that supports the growth, sustainability, and scalability of youth and women-led clean energy ventures across Africa. One key pillar of this initiative is capacity building through integrated incubation support to strengthen business models, market understanding, and innovation ecosystems for these enterprises.



Figure 1. Ann Kingiri delivering the welcome remarks

1.2 Objectives of the business incubation bootcamp

The overarching objective of the project is to identify and understand the systemic factors that either facilitate or hinder women's and youth's access to investment opportunities in clean energy innovation and entrepreneurship.

1.2.1 Specific business incubation bootcamp objectives

- In-person launch of the business incubation programme
- Gather preliminary baseline information on the selected entrepreneurs to understand their current business status, challenges, and opportunities within the clean energy sector
- Provide comprehensive training covering essential business skills such as business planning, financial management, intellectual property rights and others, to support successful enterprise growth.
- Facilitate the formal signing of engagement contracts between KCIC, ACTS, and the participating entrepreneurs to establish clear roles, responsibilities, and commitments for the six months incubation process.

The three-day business incubation bootcamp brought together the selected entrepreneurs for an intensive, hands-on capacity-building experience. The bootcamp aimed to equip participants with the necessary tools, skills, and networks to refine their business models, scale their operations, and amplify their impact within their communities.



Figure 2: Vincent Ogaya diving into policy issues and institutional support in clean energy businesses

1.3 Target Participants

A total of 17 clean energy enterprises who had successfully been mapped and identified for institutional support in clean energy businesses business incubation support under the EVI-SICEE project were invited to participate in the bootcamp. However, a total of 13 enterprises ultimately accepted the invitation, of which, 10 were female-led and 3 were young male-led. The selection of participating enterprises was guided by a business selection framework involving a rigorous assessment of their innovation potential, scalability, and alignment with sustainable energy and clean cooking goals. A more detailed report on the selection process and participant profiles is available in the criteria for mapping and onboarding clean energy entrepreneurs informed by Kenyan context. This can be accessed via the link [Criteria and process for selecting entrepreneurs](#)

The bootcamp was facilitated and moderated by experts from ACTS, KCIC, KIRDI, and private consultants, who brought extensive experience in business incubation and enterprise development. Their expertise significantly enriched the training sessions, which covered a wide range of practical topics designed to strengthen the capacity of the participating entrepreneurs.

1.4 Training methodology and approaches

The training sessions employed diverse, participatory methodologies to create an interactive and engaging learning environment. The content was delivered through a mix of approaches, including:

- Group discussions-to promote collaborative learning and critical thinking
- Brief lectures -for efficient content introduction, elaboration and summary
- Peer learning and sharing of personal experiences to reinforce concepts.
- Case studies to bring out application of theoretical concepts
- Brainstorming for participants to be able to explore diverse responses and learnings
- Question and answers to check, learn and clarify any points that were not clear
- Energizers to keep the participants awake and active.



Figure 3: Participants at the Boot Camp

2.0 WORKSHOP DELIBERATIONS

2.1 Opening Remarks by Ann Kingiri

Ann Kingiri, the Principal Investigator (PI) of the EVI-SICEE project officially welcomed all participants to the boot camp, setting a warm and reflective tone for the event. In her opening address, she introduced the EVI-SICEE project, providing an overview of its purpose and relevance. She extended a special appreciation to a participant who demonstrated great dedication by attending the workshop with her child, highlighting the unique challenges women face in accessing professional opportunities and affirming the project's commitment to supporting inclusive participation.

Kingiri emphasized that the EVI-SICEE project is designed to generate evidence that informs a wide range of stakeholders, including government bodies, project partners, funders, and key actors in the clean energy space. She expressed the hope that through this initiative, participating enterprises would be better positioned to scale their innovations, generate impact, and contribute meaningfully to sustainable development.

She underscored the importance of understanding individual projects and leveraging the opportunities they present, noting that the structure of EVI-SICEE is aligned with clearly defined objectives to ensure tangible outcomes. Specifically, she explained that the boot camp aligns with the project's third objective, under Work Package 2, which focuses on deepening understanding of business incubation models through the lens of innovation hubs and demonstration sites, and how these can be optimized to enhance gender and inclusion in the clean energy sector. She highlighted that engagements would continue across the country through various exchange programmes among entrepreneurs. In conclusion, she encouraged participants to approach the training as a platform to deepen their knowledge in clean energy entrepreneurship and innovation, build stronger networks, learn how to run sustainable and profitable businesses, and, importantly, learn from one another in a collaborative environment.

2.2 Entrepreneurship, innovation, and Africa's opportunities

Dr. Aghan Joshua Oscar, an award-winning innovator and seasoned entrepreneur, delivered an inspiring keynote grounded in his extensive experience across multiple sectors including plastic recycling, biomass energy, mining, and clean cooking solutions. With over 15 years of experience, he has built a reputation for transforming waste into value by producing briquettes for industrial and domestic use, manufacturing engineering-grade cooking stoves, creating plastic-based construction materials, and recycling wastewater and gold mining by-products. He currently lectures on entrepreneurship at Tangaza University and has successfully written and managed numerous grant-funded projects. In his speech, he noted with optimism the increasing visibility of women in the clean energy space, acknowledging it as a positive shift toward more inclusive innovation.

Aghan contextualized Africa's clean energy challenge within its demographic realities, emphasizing that with over 60% of Africa's population under the age of 25 and more than 600 million people lacking access to electricity, the continent stands at a critical intersection of need and opportunity. He urged participants to see this not merely as a crisis but as fertile ground for innovation-driven development. Clean energy, he argued, transcends technology, it represents health, education, dignity, and safety. By replacing kerosene lamps with solar alternatives or improving cooking technologies, communities are not just accessing energy, they are being empowered. He encouraged the entrepreneurs present to view their ventures as catalysts for social transformation, where sustainable development and business growth can go hand in hand.

Framing the boot camp as more than just a training session, Aghan described it as a transformative space where participants would refine their business models, enhance financial literacy, incorporate gender-responsive strategies, and engage practically with institutions such as Micro and Small Enterprises Authority (MSEA) and KIRDI. He emphasized that the bootcamp is a "lab" where theory meets practice and where entrepreneurial intent evolves into tangible impact. Concluding with a powerful call to action, he challenged the youth and women entrepreneurs to take ownership of Africa's clean energy future. "You are not just here to learn, but to lead," he said, urging them to begin with what they have, persevere through obstacles, and boldly innovate despite uncertainty. Through vision, purpose, and resilience, Aghan affirmed that this next generation of entrepreneurs has the power to shape a sustainable and inclusive African future.



Figure 4. Aghan Oscar giving keynote speech on innovation and entrepreneurship

2.3 Gender dynamics influencing decision making in Clean Energy enterprises

Ann Kingiri delivered a presentation on gender dynamics in clean energy enterprises offering a fascinating analysis of how gendered roles and social norms shape decision-making in the sector. The importance of gender analysis in energy planning and implementation helps debunk assumptions and uncover hidden power dynamics that influence access, control, and benefits from clean energy solutions. Gender analysis is not solely about women but focusing on understanding and addressing the constraints that lead to gender gaps. This includes identifying how different social groups are affected by energy interventions and ensuring that strategies are inclusive and responsive to their specific needs.



Figure 5. Ann Kingiri training on integrating gender perspective in clean energy entrepreneurship

Barriers to achieving gender equality in the energy sector, which are often embedded in cultural, structural, and economic systems. These barriers include entrenched gender norms and stereotypes that define roles and limit women's participation in energy decision-making, particularly in technical and leadership spaces. Affordability and access to energy resources also remain skewed, especially for women and marginalized groups. Kingiri pointed out that many energy technologies are not designed with women in mind, leading to gender bias in product design and distribution.

Moreover, low levels of literacy and technical skills among women, compounded by poor infrastructure, restrictive regulations, and limited employment and entrepreneurial opportunities, further reinforce gender disparities in the energy ecosystem. To illustrate her points, she shared a practical scenario of a typical rural woman who, though considered a "stay-at-home" individual, is deeply involved in both productive and reproductive roles like caring for children, preparing food, managing household chores, and working on the farm.

This example highlighted the unrecognized labour and energy needs of women, underscoring why clean energy solutions should be responsive to their lived realities. She concluded by reflecting on the specific challenges faced by youth- and women-led clean energy enterprises (CEEs) in Kenya, including limited technical expertise, high startup costs, inadequate financial support, bureaucratic licensing procedures, and poor access to relevant information. These are compounded by gender-specific barriers that demand targeted interventions if clean energy transitions are to be truly inclusive and equitable.

2.4 Building a bankable enterprise: Essentials of business planning

Gerishom Manyengo, a business specialist from KCIC, delivered an in-depth and interactive session on business planning, emphasizing its vital role as a roadmap for entrepreneurial success. The session began by addressing the fundamental question of why a business plan is necessary, highlighting that it functions as both a strategic and operational tool. A well-structured business plan enables entrepreneurs to clearly articulate their goals, align their operations, attract potential investors or partners, and manage resources more effectively. It provides clarity of purpose, ensuring that all business activities are strategically aligned with the enterprise's long-term objectives.



Figure 6. Manyengo training on business plan

Then he guided participants through core components of a business idea, focusing on defining the vision, mission, and value proposition. These elements, a business's identity and direction. Building on this, he introduced the marketing plan component, outlining how to conduct effective market research and analyse competitors. He elaborated on the 7Ps of marketing: Product, Price, Place, Promotion, People, Process, and Physical Evidence as a comprehensive framework to reach and retain customers.

He further stressed the need to identify target customer segments, evaluate market demand, and choose appropriate promotion and development distribution channels to enhance visibility and access. The session also covered the often overlooked but crucial aspects of organizational structure and management, where he encouraged entrepreneurs to define clear roles and responsibilities to support accountability and efficiency.

He concluded with an exploration of costing and pricing strategies, urging participants to base their pricing on a thorough understanding of production costs, market conditions, and customer willingness to pay. Accurate costing, he emphasized, not only ensures profitability but also informs sustainable growth. The presentation was both practical and insightful, offering participants a structured approach to crafting realistic, investor-ready business plans.

2.5 Building Financial Foundations

This session was facilitated by Eunice Maraga, a finance specialist from KCIC. The session was intended to equip clean energy entrepreneurs with essential skills to effectively manage their business finances, clearly separate personal and business expenses, and address common financial challenges faced by micro-enterprises.



Figure 7. Eunice Maraga taking the participants through financial management and record keeping

Household spending excersice: Maraga financial management at both personal and business levels. Participants were assigned to estimate their average household spending. A participant inquired whether personal expenses related to their business should be included. The facilitator clarified the importance of separating personal and business finances through budgeting and proper record keeping.

Concept of financial management: Financial management was defined as the planning, organizing, directing, and controlling of financial activities to ensure efficient and effective use of resources. Participants were advised to maintain clear separation between business finances and personal expenses, including those of relatives and friends, allowing the business to operate independently. Some participants shared that they currently use a single paybill account for both personal and business transactions. The facilitator stressed the importance of having separate business accounts, illustrating this with the concept of a “Pochi la Biashara” (business wallet). Out of 13 participants, only 5 had separate business bank accounts, while the remaining 8 committed to implementing this separation. Follow-up will be conducted to monitor progress on this action.



Figure 8. Participants during the financial Management training

Business registration and legal forms: The facilitator discussed different legal forms of business registration: sole proprietorship, company, partnership, and cooperative, registered through the eCitizen platform. The benefits of each registration type were explored to help entrepreneurs make informed decisions.

Financial challenges faced by micro-entrepreneurs: Common financial challenges identified among participants included poor record keeping, cash flow problems, lack of financial planning, inadequate financial literacy, limited access to finance, non-compliance with tax obligations, mixing personal and business finances, limited use of financial tools, and failure to monitor key financial metrics. These challenges were particularly evident among entrepreneurs in the clean energy sector. The facilitator recommended maintaining accurate records and adhering to budgets as key solutions.

Record Keeping: Record keeping was defined as maintaining detailed documentation of all business transactions, including money received, payments made, credit sales, debts owed, and asset values. The importance of record keeping was emphasized as a tool to assess business performance. With participants' input, the facilitator demonstrated how to develop a sample record-keeping system using one participant's intellectual property such as patents. A daily cash register format, structured with: Date, items, Description, Money In, Money Out, Payment Mode, etc was demonstrated using an example from one participant's cookstove business.



Figure 9: Felix, a solar entrepreneur engaging in the Q&A session

Addressing seasonal sales fluctuations: Mr. Felix, a youth participant involved in solar pump venture raised a Q & A session concern on low or no sales during rainy seasons when farmers rely on rainfall. The facilitator advised budgeting and sales projection to maximize peak seasons, diversifying revenue streams, and expanding to other regions such as Arid and Semi-Arid Lands (ASALs).

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Sales, expenses, and profit maximization: Participants were guided on maintaining sales records (date, item, description, amount, payment mode) and expense records (costs incurred to acquire goods sold). Strategies for profit maximization were discussed, focusing on increasing sales or reducing expenses.

Inventory and pricing: Inventory management was highlighted as essential, with participants encouraged to keep accurate stock records. Pricing strategies were discussed, including cost components such as raw materials, labour, and transportation. For example, cookstove producers shared that costs vary by region, with production costs ranging from KES 96 to 166 for liners, and wholesale prices ranging from KES 200 to 350. Retail prices ranged between KES 600 and 800.

Market trend analysis: The facilitator advised participants to analyze market trends by tracking price fluctuations over 2 to 5 years to better manage stock levels. This is particularly important for entrepreneurs dealing with solar products, which experience significant price volatility.

Debtors and creditors management: Participants were introduced to managing accounts receivable (debtors) and accounts payable (creditors), including tracking due dates and amounts. The facilitator discouraged offering credit to ensure business sustainability and smooth cash flow.

Income statement preparation: The session concluded with guidance on using records to prepare income statements (profit and loss accounts). Participants actively contributed to developing sample income statements based on their business data.

2.6 Intellectual Property (IP)

This session, led by Clarisse Mideva an intellectual property assistant Manager at ACTS, offered an insightful overview of the importance of protecting innovations, particularly in the clean energy and entrepreneurial sectors. Discussed on the different types of IP—patents, trademarks, copyrights, and industrial designs, highlighting their relevance for startups seeking to secure their products, branding, or creative works. She outlined Kenya’s key policy and institutional frameworks governing IP, including the Figure 10. Clarisse training on Intellectual Property Kenya Industrial Property Institute (KIPI) for patents and industrial designs, and the Kenya Copyright Board (KECOBO) for creative works. The session emphasized that IP protection is not only a legal safeguard but also a strategic business asset that enhances market competitiveness and investor confidence.

The actual application process for registering IP in Kenya was tackled, noting key requirements such as originality, detailed documentation, technical descriptions, and payment of prescribed fees. However, they are common challenges faced by entrepreneurs, including limited awareness, high registration costs, long processing times, and difficulties in navigating the bureaucratic systems. To be well-prepared, there is need to document innovations from early stages, seek legal or expert support when drafting applications, and consider preliminary searches to avoid duplicating existing patents or trademarks. The session served as an eye-opener for many participants, encouraging them to proactively think about IP protection as a critical part of business growth and sustainability.



Figure 10: Callarise training on Intellectual property

2.7 Policy & Institutional Support

This session was facilitated by Vincent Ogaya, Research and Policy Lead at KCIC. He introduced the topic by linking it to IP considerations and encouraged participants to share their experiences interacting with government agencies.

Participants from various counties shared diverse experiences:

Kiambu County: One participant expressed frustration over the inability to secure tenders from the county government despite multiple applications.

Siaya County: A participant echoed similar challenges regarding government engagement but noted a positive partnership with the ministry in supplying solar incubators.

Mombasa County: Two participants reported no interaction with government agencies, partly due to lack of registration.

Kakamega County: One participant highlighted government involvement in the promotion of improved cookstoves, noting that an initiative known as Frontline Community Action (FLOCA) was established to support cookstove projects but has not yet commenced operations.

Homa Bay County: A cookstove seller, operating remotely and unregistered, reported no government interaction but expressed interest in positioning herself for the next phase of FLOCA funding targeting clean cookstoves.

Kisii County: A participant indicated minimal government support aside from licensing requirements, which are considered expensive at approximately KES 12,000 for a standard shop. **Machakos County:** The licensing system was described as functional and relatively affordable, with fees around KES 6,000.

Kitui County: A participant recalled earlier engagement with the Ministry of Agriculture dating back to 1997.

These insights reflect varied levels of government interaction and support across counties, highlighting both challenges and opportunities for clean energy entrepreneurs in accessing institutional support. The discussion underscored the need for improved government engagement and streamlined processes to better support women and youth-led clean energy ventures.

2.8 The Importance of Digital & Social Media Marketing for Entrepreneurs

The session was facilitated by Tobias Belle, Communication and Knowledge Management Lead at KCIC, and was a vital part of the bootcamp. It aimed to equip entrepreneurs with the skills needed to strengthen their online presence and expand their customer base. Participants were introduced to key digital marketing concepts, including the use of websites, blogs, email marketing, Search Engine Optimization (SEO), and paid advertising platforms. These tools were emphasized as essential for enhancing brand visibility, boosting customer engagement, and driving sales in a cost-effective and measurable manner. For many young entrepreneurs, the session was eye-opening, demonstrating how digital platforms can level the playing field and enable them to compete in wider markets without the need for significant physical infrastructure.

In addition to general digital marketing strategies, the session also delved deeply into social media marketing, with a focus on the 7Cs framework—content, context, community, customization, communication, connection, and conversion. The facilitator demonstrated how platforms such as Facebook, Instagram, TikTok, X (formerly Twitter), WhatsApp, Pinterest, and YouTube can be leveraged not just for promotion but also for building lasting relationships with customers. For the youth-led enterprises, in particular, the session was empowering and inspiring, showcasing how digital fluency can be turned into a business advantage.

2.9 Roles of Kenya Industrial Research and Development Institute in support of Entrepreneurs

2.9.1 Overview of KIRDI

The session was facilitated by Benjamin Gituku, from KIRDI who provided a comprehensive overview of KIRDI, highlighting its mandate, strategic role, and ongoing contributions to industrial research and technology development in Kenya. He emphasized KIRDI's focus on supporting Small and Medium Enterprises (SMEs), particularly in the clean cooking sector, by offering technical support, facilitating access to locally fabricated technologies, and promoting innovation-driven industrialization. KIRDI acts as a vital link between public research institutions and private sector actors, offering technical assistance in product development, testing, and certification of clean cooking technologies. This ensures that enterprises, especially Micro, Small and Medium-Sized Enterprises (MSMEs), are able to bring high-quality, safe, and efficient products to market, supporting the transition toward cleaner household energy solutions.

Beyond technical support, KIRDI also facilitates access to shared manufacturing infrastructure and business incubation services, lowering the barriers for startups and informal businesses in the clean cooking space to scale their operations. This includes providing access to specialized equipment and prototyping support, which are often financially out of reach for small enterprises. Through these services, KIRDI enhances local innovation capacity and accelerates the commercialization of locally appropriate clean cooking solutions, fostering inclusive industrial development.

On the policy front, KIRDI contributes to shaping national strategies around industrialization and clean energy adoption. The institute collaborates with government ministries and development partners to inform policy design and implementation, including input into Kenya's Clean Cooking Strategy and standards development for improved cookstoves. By supporting evidence-based policymaking and ensuring the voices of local innovators and entrepreneurs are considered, KIRDI strengthens the alignment between industrial research and national development goals, promoting sustainability, energy access, and economic empowerment in Kenya's clean cooking ecosystem.

2.9.2 The Role of KIRDI in Advancing Carbon Market Participation through Clean Cooking Innovation

This topic was delivered by Dr. Kelvin Khisa, from KIRDI, who elaborated on the status and opportunities within Kenya's carbon market, with a specific emphasis on the clean cooking sector. He positioned KIRDI as a potential case study in carbon market engagement, particularly through its applied research and support for technology innovation in clean energy solutions. KIRDI is actively working to align its clean cooking initiatives such as the development and dissemination of energy-efficient cookstoves and biomass briquetting technologies, with carbon credit frameworks. He detailed the procedural requirements for registering carbon market projects in Kenya, including Project Design Documentation (PDD), baseline assessments, verification, and validation processes. KIRDI is currently engaging with relevant government bodies such as the Climate Change Directorate (CCD), the Designated National Authority (DNA), and the Ministry of Environment to ensure proper authorization of initiatives under emerging compliance and voluntary carbon market frameworks.

By leveraging its technical expertise, industrial-scale testing facilities, and strong partnerships with local manufacturers and SMEs, KIRDI aims to become a model for institutional participation in Kenya's carbon market. The institute is also exploring ways to document emissions reductions achieved through its interventions, with the goal of contributing to nationally determined contributions (NDCs) and unlocking climate finance to scale its innovations.

3.0 LESSONS LEARNT, CHALLENGES AND RECOMMENDATIONS

This session was designed to evaluate the training and document learning and key lessons.

3.1 Training evaluation: Participant Feedback Summary

To track the effectiveness of the training sessions, an evaluation form was developed and shared with the participants to fill virtually. The post-training evaluation was done at the end of each day, and all the participants submitted their feedback as shown below.

Effectiveness of training methods deployed

Most of the participants were contented with the effectiveness of training methods deployed by facilitators.

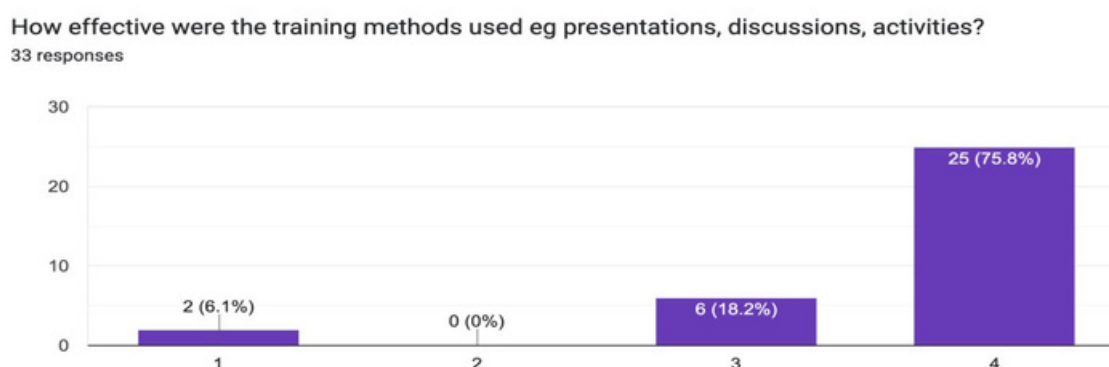


Figure 11. Effectiveness of training methods deployed

Overall quality of the training content

How would you rate the overall quality of the training content?

33 responses

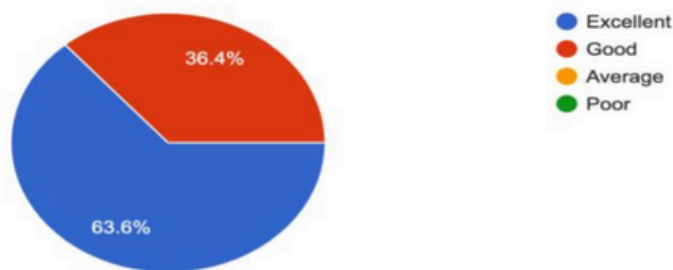


Figure 12. Quality of training content

Did the training cover all the topics you were expecting?

33 responses

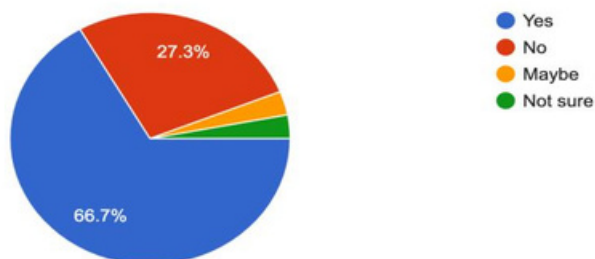


Figure 13. Training content meeting expectations

Trainers' knowledge and expertise on topics covered

How would you rate the trainers knowledge and expertise on the topics covered?

33 responses

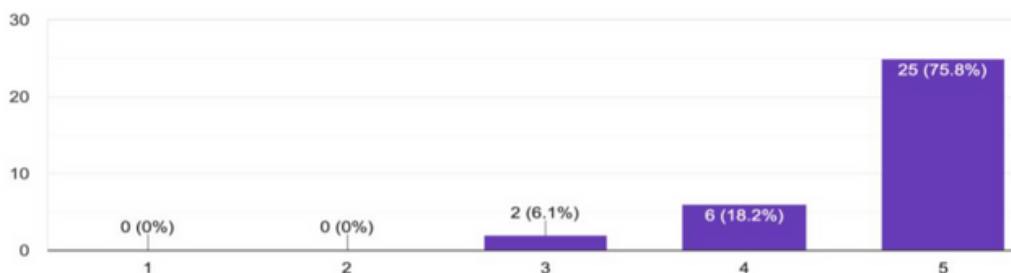


Figure 14. Trainers' knowledge and expertise on topics covered

3.2 Training reference materials

The training sessions utilized PowerPoint Presentation slides as the primary reference material, which were further enhanced to enrich the learning experience. These slides covered comprehensive content aligned with the training objectives, offering practical guidance to participants. The slides were later shared with the participants for their reference. The training also used word template and excel spreadsheets for business plan development and record keeping.

3.3 Lessons learnt

The training sessions provided valuable insights and lessons that are crucial for improving future programs.

- The use of clear and engaging PowerPoint presentations proved to be highly effective. Participants found that well-structured slides and visuals made complex information easier to understand and retain.
- Encouraging participants to share their personal experiences and challenges created a supportive learning environment. This approach not only fostered peer-to-peer learning but also built a sense of belonging among the participants.
- Employing various learning styles kept participants engaged throughout the training. This variety helped cater to diverse preferences and learning needs

3.4 Challenges

The following challenges were encountered during the training.

- Inadequate time allocated for the topics: the time allocated for some topics was inadequate for the participants to fully grasp the necessary skills as shown in fig 5. As such, business model canvas and practical group work discussions were not done during the training sessions.
- Gen Z protests: the training took place on 25th June 2025, during the Gen Z protests causing anxiety and uncertainty among the participants and the trainers. For this reason, the training on product development and testing by KIRDI staff was done virtually. Also, the participants were accommodated on 25th June 2025 for their safety and allowed to travel back to their respective locations on 26th June 2025.

Was the time allocated for the training enough?
33 responses

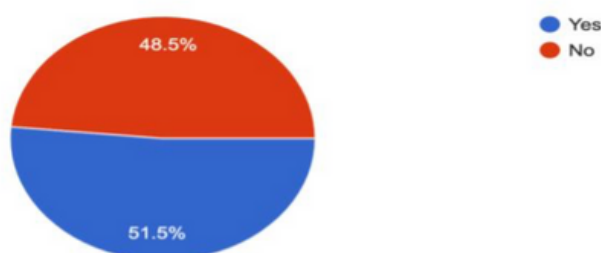


Figure 15. Feedback on time allocated for the training sessions

3.5 Training recommendations

Based on the challenges encountered during the training, the following recommendations are proposed to improve future sessions:

- Allocate adequate time for each session to cover all the topics
- Schedule follow up training sessions virtually for topics that were not covered.

4.0 ANNEXES

Annex 1: Facilitator profiles

Gerishom Manyengo

Gerishom is an enterprise development specialist, project management and SME financing with over 5 years experience. He has keen interest in SME support across agribusiness, renewable energy, waste management, water management and commercial forestry sectors. He is a Certified Expert in SME Finance from Frankfurt School of Finance and Management and a certificate in Financing Agribusiness Value Chains from Strathmore Business School. Currently, he is a business advisor at Kenya Climate Innovation Center.

Eunice Maraga

Eunice is an enterprise development and finance specialist with over five years of experience supporting SMEs. She holds a Master's degree in Development Studies with a focus on entrepreneurship and innovation, as well as professional certifications in finance and investment. Currently, she serves as a Senior Investment Lead at the KCIC.

Vincent Ogaya

Vincent is a research and policy specialist with over 8 years experience. He has a background in information sciences and an MBA from Kenyatta University. He has extensive experience in research, policy and advocacy for not-for-profit organizations. Currently, he is the research and policy lead at KCIC.

Ann Kingiri

Ann Kingiri is a Chief Research Fellow and the Director of Research and Innovation. Dr. Kingiri's current research focusses on Science, Technology, and Innovation (STI) policy and inclusive development in the context of Africa. Her innovation-oriented research, capacity strengthening and policy analysis are anchored in innovation systems and transformative thinking across sectors including agriculture, renewable technologies, biotechnology, digital innovation, gender and climate change.

Clarisse Mideva

Clarisse Mideva is an Intellectual Property (IP) Research Assistant at ACTS and an Advocate of the High Court of Kenya. She is a World Intellectual Property Organisation (WIPO) Certified Trainer in Intellectual Property and Emerging Issues and has unwavering commitment to empower researchers, innovators and creatives to explore various IP tools, protect, manage, enforce and commercialize their IP rights to drive sustainable development and foster innovation, creativity and knowledge sharing.

Tobias Belle

Tobias Belle is a marketing and communications specialist with 10 years experience. He has extensive skills in corporate communications, fundraising and advocacy for both profits and non-profit organizations. He is currently the Communications and Knowledge Management Lead at Kenya Climate Innovation Center.

Aghan Joshua Oscar

Dr. Aghan Joshua Oscar is the Founder and Chief Executive Officer of Polymer Resin International Ltd. He is a Registered Lead Environment Expert with the National Environment Management Authority (NEMA) and an active member of the Environment Institute of Kenya. With a background in Public Health and Project Management, Dr. Aghan has made significant contributions to environmental conservation and sustainable development. In recognition of his exemplary work, he was recently awarded the Order of the Grand Warrior (OGW) by the Head of State.

Mourine Chepkemoi

Mourine is a Research Fellow at the African Centre for Technology Studies (ACTS) with over ten years of experience in project management, research, and stakeholder engagement. Her work focuses on Science, Technology, and Innovation (STI), with a particular emphasis on energy-related projects in clean energy, renewable energy, and clean cooking. Mourine has a background in International Relations and Business Management, and she has led and supported initiatives that promote innovation, sustainability, Capacity Building programmes and inclusive development across Africa.

Daniel Musyoka

Daniel Musyoka is a Research Fellow at the African Centre for Technology Studies (ACTS) with over eight years of experience in research, data analysis, and project implementation. His expertise spans the energy and agriculture sectors, where he has contributed to evidence-based policy, sustainable development initiatives, and capacity-building programmes aimed at driving innovation and resilience.

Annex 2: Training programme

Day 1: 23rd June 2025

Time	Activity	Moderator/ Facilitator
08:00 – 08:30	Arrival & Registration	Mourine& Fiona
08:30 – 09:00	Welcome & Opening Remarks	Kingiri -ACTS KCIC- Rep
09:00 – 10:30	Developing a Business Plan -Why a business plan -Contents of a business pan The business idea (vision, mission and value proposition) Marketing plan (market research, 7Ps, target customers, competitor analysis, marketing promotion, distribution channels)	Gerishom
10:30 – 11:00	Tea Break	
11:00 – 01:00	Organization & Management (organization structure, management team, staffing plan, forms of business registration and legal responsibilities) Costing and pricing of products and services (why costing? Types of costs, calculating business costs, pricing strategies)	Gerishom
01:00 – 01:40	Lunch Break	
01:40 – 03:00	Thinking about Gender issues in Clean Energy Businesses	Kingiri
03:00 – 04:45	Business Model Canvas	Gerishom

Day 2: 24th June 2025

Time	Activity	Moderator/ Facilitator
08:00 – 09:30	Financial Management and Record Keeping -Why financial management? -Scope of financial management -Budgeting -Record keeping (why record keeping? types of business records and methods of keeping records)	Eunice
09:30 – 10:30	- Financial statements for the business (assumptions when preparing financial projections, profit and loss accounts(income), balance sheet (assets, liabilities and equity), & cash flow statement)	Eunice
10:30 – 11:00	Tea Break	
11:00 – 01:00	Continuation of financial statements	Eunice
01:00 – 01:40	Lunch Break	
01:40 – 03:00	Intellectual Property	Clarisse
03:00 – 04:00	Policy and Institutional support for Clean energy entrepreneurship	Vincent

04:00 – 05:00	Group work (record keeping templates/ financial statements)	Maraga
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Day 3: 25th June 2025

Time	Activity	Moderator/ Facilitator
08:00 – 09:00	Digital & Social Media Marketing -Introduction to digital marketing -Digital marketing tools and strategies Website & blogs Email marketing Search Engine Optimization Paid Ads (Google Ads)	Tobias
09:0 – 10:00	Social Media Marketing -Understanding social media landscape -The 7Cs of social media marketing -Social Media marketing tools and strategies Facebook marketing Instagram marketing Tik Tok Twitter/X marketing WhatsApp Pinterest YouTube	Tobias
10:00 – 10:30	Tea Break	
10:30 – 11:30	Kenya Industrial Research and Development Institute (KIRDI)	KIRDI
11:30 – 12:30	Micro And Small Enterprises Authority (MSEA)	
12:30 – 12:45	Programme Reflections, Closing Remarks & Signing LOA's	
12:45 – 02:30	Lunch & Departure	



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