

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

The Clean Energy Entrepreneurs Onboarding Process - Kenya's Experience Report

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Table of Contents

Table of contents.....	2
List of acronyms and abbreviations.....	3
SUMMARY	4
1. INTRODUCTION	4
1.1 About the project	4
1.2 About Work Package 2: Business Incubation	4
1.3 Overall Approach	5
2. THE CLEAN ENERGY ENTREPRENEURS ONBOARDING PROCESS- KENYAN EXPERIENCE ...	5
2.1 Gender Consideration	6
2.2 Stage 1: Outreach, Targeting & Initial Assessment	7
2.2.1 Target population	7
2.2.2 Initial elimination	8
2.3 Stage 2: Preliminary Selection & Verification	8
2.3.1 Verification form	8
2.3.2 Verification process	8
2.3.3 Profile of verified incubation candidates	9
2.4 Stage 3: Due diligence Assessment	9
2.5 Stage 4: Final Selection and Cohort Composition	11
2.5.1 Business Incubation Boot Camp	11
2.6 Stage 5:Incubation Design &Implementation	11
2.7 Stage 6 Monitoring , Evaluation & Graduation	12
2.8 Stage 7: Documentation & Learning	12
3. ANNEXS	13
3.1 Annex 1: Due diligence tool	13
3.2 Annex 2: List of onboarded entrepreneurs	14
3.3 Annex 3:BaseLine data about selected cohort	16
3.3.1 Cohort at a Glance	15
3.3.2 Gender and Age Distribution	15
3.3.3 Business Model.....	15
3.3.4 Sector Involvement	16
3.4 Geographic Spread	16

List of acronyms and abbreviations

Acronym	Full Form
CAPI	Computer-assisted Personal Interviewing
CAWI	Computer-assisted Web Interviewing
CEE's	Clean Energy Enterprises
CIE	Climate Innovation Ecosystem
EVI-SICEE	Evidence for Information Scaling and Impact in Youth and Women-led Energy Enterprises
KCIC	Kenya Climate Innovation Center
KIIs	Key Informant Interview
SMEs	Small and Medium Enterprises
WP1	Work Package 1
WP2	Work Package 2



SUMMARY

The incubation program applied a rigorous, stepwise process to identify women- and youth-led clean energy enterprises (CEEs) with strong potential for growth and impact. Beginning with a pool of over 1,100 enterprises, the selection process employed filters such as ownership, gender/youth leadership, sector focus, business size, age, and lack of prior support. Verification tools and due diligence visits ensured that only committed and eligible entrepreneurs were retained. The final cohort represents a diverse mix of enterprises positioned to scale and contribute to inclusive clean energy transitions in Kenya.

1. INTRODUCTION

1.1 About the project

The Evidence for informing optimization and scaling of youth and women-led clean energy enterprises and business models (EVI-SICEE) is an IDRC-funded project implemented by a Consortium of clean energy ecosystem actors, led by the African Centre for Technology Studies (ACTS). The project targets informal clean energy micro, small, and medium enterprises (MSMEs) in Africa, which are largely run by women and youth. These groups of actors often face greater vulnerability to economic shocks and climate change, as well as barriers to finance, markets, and training. The overarching objective of the project is to understand the systemic factors that enhance or constrain access to investment opportunities in the clean energy innovation space by women and youth, and how the promising best practices can be scaled up for impact in the African context. This objective is being pursued through several interconnected work packages:

- (a) Transdisciplinary research combined with students' fellowships (capacity building);
- (b) Support for business and innovation incubation hubs to pilot, refine, and scale best practices while strengthening entrepreneurship capabilities.
- (c) Transdisciplinary knowledge exchange and learning.

This report relates to WP 2 of the project.

1.2 About Work Package 2: Business Incubation

The increased investments in clean energy transitions must be commensurate with the accruing impact in terms of scale and transformative change among the marginalized. A conducive environment for innovation and entrepreneurship is needed to enhance scale and impact. We hypothesize that a knowledge-intensive platform like a business incubation hub has the potential to engage, reach, empower, and transform the agency of women and youth in clean energy enterprises and deliver evidence of impact at different scales. In addition, evidence aligned to different contexts, especially on innovative business models, is needed to direct the acceleration of market development, leverage private sector investment, and contribute to a clean energy transition. Scaling can occur in different ways. It can entail increasing the number of women and youth who can access a holistic business incubation support (access to finance, business advisory, technical assistance, and access to facilities).

It can also entail expansion of the local, national, and perhaps regional reach since the current demand articulation has been in pockets in terms of geographical reach. The multiple efforts need to be scaled up through expansion in other localities within the targeted study countries and beyond. At the local and national levels, expansion may focus on new localities and the establishment of new business/innovation incubation hubs.

In view of the above, the specific objective that informs the implementation of this WP is: optimize and scale best practices through business incubation hubs/demonstration sites.

1.3 Overall Approach

The incubation process is led by the Kenya Climate Innovation Centre (KCIC). It leverages KCIC's established Business Incubation Hubs (BIHs), decentralized across counties, which have supported over 80 SMEs in accessing finance and mentorship, facilitating their growth from ideation to acceleration.

Key elements of the process include:

- **Conceptual Embedding:** Using BIHs as platforms to scale best practices, incorporating ongoing initiatives like MECs' e-cooking hubs, and fostering public-private innovation collaborations to inform localized business strategies and policies.
- **Identification and Establishment of Hubs:** Co-designing or revitalizing hubs and demonstration sites with country leads to provide training, peer learning, and business incubation, while addressing structural and socio-cultural barriers faced by women and youth entrepreneurs.
- **Selection of Enterprises for Scaling:** Developing criteria based on survey data and expert consultation to identify promising women- and youth-led CEEs with transformational potential, enabling both horizontal scaling (replication and community engagement) and vertical scaling (technology upgrades and supply chain integration).
- **Building Innovation Capabilities:** Enhancing local capacities in clean energy business operations, after-sales services, and marketing skills through the incubation model, promoting systemic empowerment of women and youth.
- **Business Model Development:** Co-creating sustainable, gender-responsive business models through workshops and leveraging social capital mechanisms like table-banking and self-help groups, supported by lessons from similar clean energy projects.

The overall expected outputs under this WP include optimized and scaled innovations, investments, and business models that drive women and youth-led clean energy businesses, and documentation of operational lessons.

2.The Clean Energy Entrepreneurs Onboarding Process - Kenyan experience

The project has a systematic learning approach for the purpose of documenting every step towards the development of replicable criteria for guiding gender sensitive scaling of clean energy enterprises. The process was phased as shown in Figure 1.

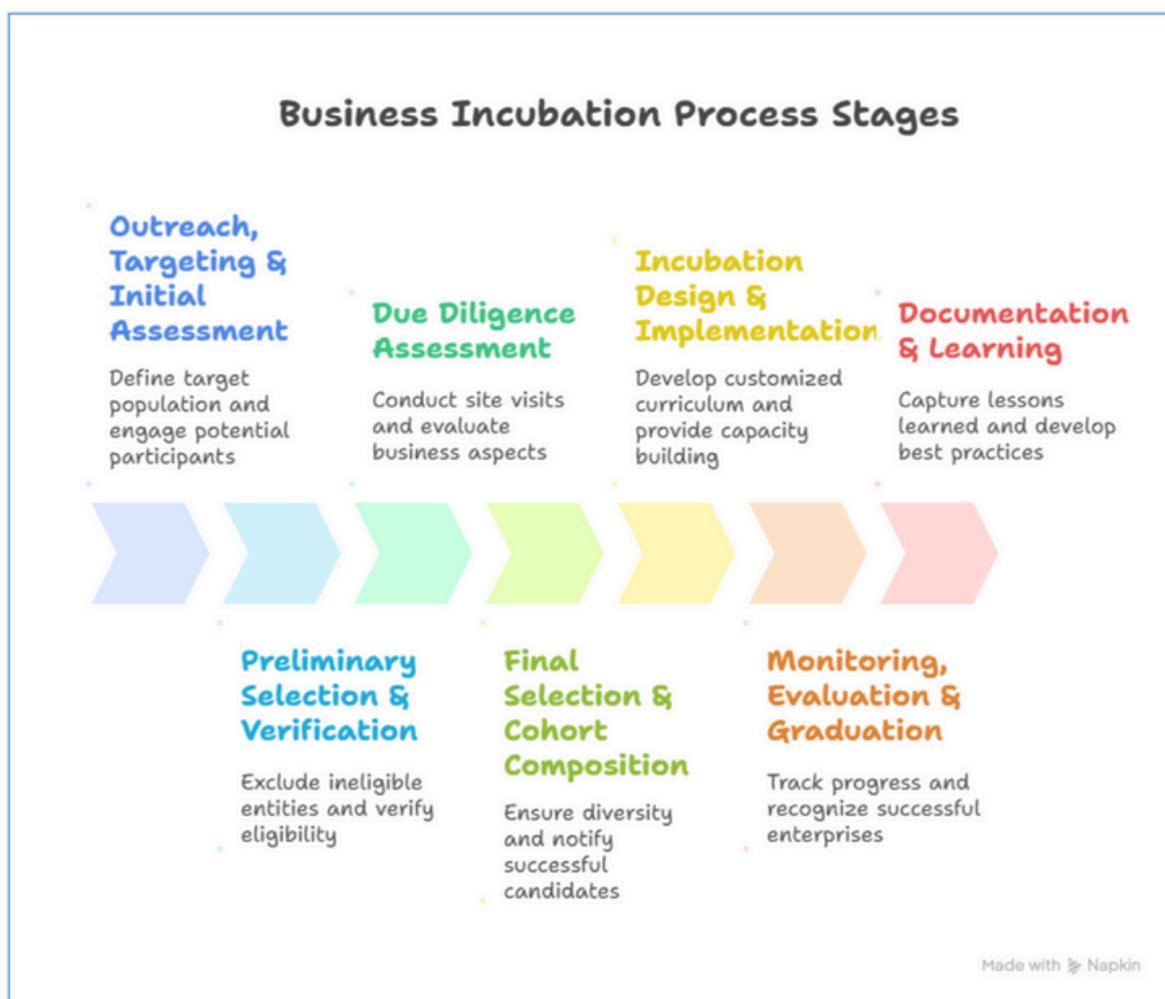


Figure 1: Incubation process summary flow

2.1 Gender consideration

The project adopts a gender-responsive approach that recognizes the unique challenges and opportunities faced by women and youth in clean energy entrepreneurship. Women and youth-led enterprises are prioritized to address persistent barriers such as unequal access to finance, limited participation in policy and decision-making, and cultural constraints that hinder their full involvement in the sector. By intentionally integrating gender considerations, the project aims to create a more inclusive clean energy ecosystem that supports equitable participation and benefits. This approach not only contributes to advancing Kenya’s commitments to gender equality but also ensures that the clean energy transition delivers social as well as economic impact. Importantly, the gender lens applied in this project builds on the findings of Work Package 1, where the mapping of clean energy enterprises in Kenya highlighted the critical role of women and youth-led businesses and the systemic gaps that need to be addressed to foster their growth. Looking ahead, subsequent work packages will continue to mainstream gender considerations in capacity building, incubation support, and policy engagement to ensure that women and youth remain at the center of clean energy innovation and enterprise development.

2.2 Stage 1: Outreach, Targeting & Initial Assessment

This stage marked the entry point into the incubation process, where the project cast a wide net to identify potential enterprises from the baseline survey and KIIs. It focused on defining the right target group, reaching out through multiple communication channels, and applying initial eligibility filters. The aim was to create a refined pool of women- and youth-led clean energy enterprises that met the minimum requirements for consideration in the incubation program.

- **Target Definition:** Define the target population using baseline quantitative and qualitative data (e.g., survey and KIIs). Priority is given to women and youth-led enterprises in the clean cooking and solar energy sectors.
- **Initial Outreach:** Engage potential participants using multi-channel communication (e.g., emails, WhatsApp, phone calls).
- **Eligibility Screening:** Apply eligibility criteria, such as business ownership, age of enterprise (focus: early growth stage, e.g., established after 2019), sector alignment, lack of prior external support, and microbusiness status.

2.2.1. Target population

The baseline survey covered 32 counties across six regions: Eastern, Central, Rift Valley, Coast, Nyanza, and Western, yielding 1,093 valid responses. Additionally, 29 KIIs with key stakeholders were conducted. Combining these, the incubation process targeted a total of 1,122 participants.

2.2.2 Initial elimination

The incubation process began with a pool of 1,093 survey participants and 29 KIIs drawn from the baseline study. A systematic selection approach was employed to identify businesses eligible for incubation support from the survey dataset.

Step 1: Ownership criterion

Only participants who owned or co-owned CEE were retained, excluding employees. This reduced the sample size to 617.

Step 2: Target group focus

Out of the 617 businesses, 461 were identified as being owned by women or youth. Among these, 244 business owners had expressed a willingness to be followed up for further activities beyond the baseline survey.

Step 3: Business age filters

The sample was further refined to focus on early-growth stage businesses established in 2019 or later. This narrowed the group to 171.

Step 4: Business Size Criterion

Among the 171, only microbusinesses with potential to scale into small or medium enterprises were retained, yielding 154 businesses.

Step 5: Prior support exclusion

To ensure support was given to those most in need, businesses that had already received any form of external business support were excluded, reducing the number to 87.

Step 6: Ownership structure filter

Microbusinesses that were solely owned by individual agents or co-partners, as opposed to registered businesses or cooperatives, were also excluded, leaving 71 eligible businesses.

Step 7: Sector Specialization Filter

An additional three businesses operating in both solar and clean cooking sectors were excluded to maintain sectoral focus. To complement the final sample, 10 additional CEEs captured through KIIs 4 from solar and 6 from clean cooking enterprises were included in the incubation cohort.

2.3 Stage 2: Preliminary Selection & Verification

This stage focused on validating the initial pool of enterprises through a structured verification process. It ensured that only eligible and genuinely interested businesses advanced to the next phase of due diligence.

- **Initial Elimination:** Exclude ineligible entities based on survey responses and key criteria, such as previous support, sector focus, and business structure.
- **Verification Form:** Disseminate a comprehensive verification tool to shortlisted candidates to update and confirm eligibility, collect business particulars, operational context, workforce composition, turnover range, and sector-specific challenges.
- **Form Review & Follow-Up:** Analyze responses for completeness and accuracy; follow up with candidates as needed to clarify or update data.

2.3.1 Verification form

To validate the eligibility of potential incubates, a verification form was disseminated via the following link: <https://forms.office.com/r/wMTL9qyDPn> to 81 eligible CEEs (10 KIIs included). This form served as a critical screening tool to confirm whether the information provided during the baseline survey and key informant interviews (KIIs) remained accurate and relevant. The verification form was designed to assess and confirm key eligibility criteria for tailored incubation and capacity-building support. It collected detailed information in the following areas:

- **Personal and demographic details** of the entrepreneur
- **Business location** and sector focus (solar or clean cooking)
- **Business profile**, including name, age of the business, and ownership structure
- **Current operations**, including size, product/service offerings, and target market
- **Entrepreneurial motivations** and key **challenges** faced in running the business
- **Business turnover range**
- **Workforce composition**, with a particular focus on the inclusion of women and youth and employees
- Disclosure on whether the business had **previously received any form of business support**.

The information collected through the verification form was instrumental in the final screening and selection process, ensuring that only qualified and motivated candidates were enrolled in the incubation program. It also helped tailor the support provided to the specific needs and capacities of each enterprise.

2.3.2 Verification process

The verification form was shared with 80 individuals identified through the baseline survey (68) and key informant interviews (12), who had been shortlisted as potential candidates for the incubation program. The form was shared via WhatsApp and email to ensure broad accessibility. Out of the 80 contacted, 36 entrepreneurs completed the verification form. Upon reviewing the submissions:

- 6 applicants were excluded for not meeting the eligibility criteria
- 3 applicants had transitioned to non-clean energy enterprises
- 3 applicants were identified as employees rather than business owners, which disqualified them as the program specifically targeted youth and women who own and operate clean energy businesses.

This resulted in a final pool of **30 eligible individuals** who met all criteria and demonstrated a readiness to participate in the incubation process. Despite multiple follow-up calls and engagement efforts, **45 individuals** did not complete the verification form. The reasons for non-participation included:

- 9 were undecided about participating,
- 8 explicitly expressed disinterest,
- 12 could not be reached after multiple attempts,
- 8 had shifted their focus away from the clean energy sector,
- 8 cited personal commitments or scheduling constraints.

This verification process was essential in ensuring that only committed, eligible, and sector-aligned entrepreneurs were considered for due diligence visits. The screening reinforced the program's focus on supporting women and youth-led clean energy microenterprises with genuine potential for growth and impact.

2.3.3 Profile of verified incubation candidates

Out of the 30 entrepreneurs who successfully filled the verification form and were selected for the due diligence visit, 43.3% were female, while 56.7% were male youth. This reflects a relatively balanced gender distribution, with a slight male majority. The participants demonstrated diverse educational backgrounds. A small proportion (6.7%) had only attained primary education, while a larger segment (33.3%) had completed secondary education. Vocational training had been pursued by 16.7% of the participants, while 26.7% had obtained college or TVET-level qualifications. Additionally, 16.7% had achieved university-level education.

In terms of business roles, a significant majority (86.7%) of the participants identified as sole business owners, with the remaining 13.3% operating as co-partners. This high proportion of direct business ownership highlights a strong level of entrepreneurial commitment among the selected candidates. Overall, the group reflects a diverse mix of educational attainment and gender, with a notable dominance of owner-led enterprises, which positions the cohort well for targeted support through the incubation process.

2.4 Stage 3: Due Diligence Assessment

This stage provided a deeper, on-the-ground assessment of shortlisted enterprises to confirm their eligibility and potential for incubation. It involved physical site visits and structured evaluations to validate self-reported information and assess operational realities.

- **Site Visits:** Conduct in-person visits to businesses to observe operations, validate self-reported information, and assess the business environment.
- **Standardized Tool Application:** Utilize a structured due diligence assessment tool to evaluate operational, financial, governance, technological, market, climate, and gender aspects, alongside checking regulatory compliance.
- **Scoring & Documentation:** Score each enterprise on key metrics; document findings with supporting evidence (e.g., photos, financial summaries).

To ensure the validity and integrity of the entrepreneur selection process for the incubation program, a comprehensive due diligence exercise was undertaken, involving a comprehensive field-based assessment, including physical site visits and in-person interviews of the 30 selected entrepreneurs at their respective business locations. The assessment exercise was led by a dedicated team comprising two research fellows and two interns. A structured and standardized due diligence assessment tool to guide the evaluation process (Annex 1) was employed to ensure consistency, objectivity, and completeness in data collection and analysis.

Although the initial plan included audio-recording all interviews, subject to participant consent for transcription and further analysis, the team later opted to complete the due diligence assessment tool directly during the interviews. Consequently, only 13 of the sessions were audio recordings. The structured due diligence tool facilitated a systematic evaluation of each enterprise across several dimensions, including operational performance, financial viability, governance structure, market positioning, technology use, and growth potential. Additional emphasis was placed on assessing gender inclusion, regulatory compliance, and the climate impact of the enterprises.

The physical visits added contextual depth to the evaluation process. Observing the business operations firsthand, offering valuable context to validate self-reported information, and better understanding the functional realities of each enterprise that could not have been captured through interviews alone. This approach enhanced the reliability and richness of the assessment and provided a more holistic basis for selecting candidates best suited for incubation support. Out of the 30 verified entrepreneurs, 25 were successfully reached and assessed through physical due diligence visits. However, three entrepreneurs based in Baringo, Bungoma, and West Pokot counties could not be visited due to logistical and distance-related challenges. Additionally, two entrepreneurs could not be reached via phone calls despite multiple attempts. As their businesses could not be verified through physical assessment or remote communication, these five individuals were excluded from the final incubation selection process. Of the 25 entrepreneurs visited during the due diligence phase, seven were excluded based on non-compliance with the incubation program's eligibility criteria. Specifically:

- Two entrepreneurs were found to be dealing in non-clean energy products, contrary to the information they had provided during the verification stage.
- Three entrepreneurs were identified as KOKO bioethanol distributors. These businesses were managed directly by the KOKO company, limiting the entrepreneurs' autonomy and potential for independent scaling, which is an essential objective of the incubation program.

- Two additional participants, who were recruited through KIIs, were found not to meet the youth eligibility criteria. Their age could not be confirmed at the time of the KII, and later due diligence showed they were ineligible.

As a result, 18 entrepreneurs were retained as the final incubates representing a diverse mix of age, gender, business models, and geographical locations across Kenya. These individuals demonstrated a clear commitment to clean energy, met all the selection criteria, and showed strong potential for upscaling, optimizing, and upgrading their CEE for growth and impact. The group reflects strong gender inclusion, comprising 12 female and 6 male entrepreneurs. This cohort also demonstrates notable sectoral diversity, which aligns well with the program's goal of supporting scalable and impactful clean energy enterprises led by women and youth.

2.5 Stage 4: Final Selection & Cohort Composition

This stage finalized the incubation cohort by confirming eligibility, ensuring gender and sectoral balance, and securing the commitment of successful candidates. It marked the transition from selection to active participation in the incubation program.

- **Eligibility Review:** Exclude cases of sector misalignment, insufficient documentation, or lack of compliance with youth/women-led criteria.
- **Diversity Balance:** Ensure the final cohort reflects gender, geographical, and sectoral diversity to foster peer learning and equitable access to opportunities.
- **Confirmation Communication:** Notify successful candidates of their selection and confirm their participation in the full incubation process.

2.5.1 Business Incubation Boot Camp

Five participants were then removed from the program during the first boot camp session because they were absent and way behind schedule. It was decided that trying to reintegrate them in the middle of the program would have been challenging, therefore they were to be considered in the next cohort instead. As a result, the program moved forward with a more efficient and involved group of thirteen entrepreneurs who finished the boot camp. Of those eliminated, four were working on solar-based technologies, and one was focused on clean cookstove technologies.

The final entrepreneurs are categorized by their clean energy focus as follows:

- 4 entrepreneurs working with solar technologies
- 8 entrepreneurs engaged in clean cookstove technologies
- 1 entrepreneur involved in both solar and cookstove technologies

The group comprises 10 female and 3 male entrepreneurs. The complete list of the final selected entrepreneurs is presented in Annex 2.

2.6 Stage 5: Incubation Design & Implementation

This stage focused on tailoring the incubation program to the specific needs of each enterprise. It combined training, mentorship, and hands-on support to strengthen business models and enhance entrepreneurial capacity.

- **Needs Assessment:** Conduct individualized gap analysis for each enterprise, identifying immediate and long-term support requirements.
- **Customized Curriculum:** Develop a modular incubation program, combining classroom and field-based learning. Core topics include:
 - Business planning and model innovation
 - Financial management and record keeping
 - Digital and social media marketing
 - Policy and institutional engagement
 - Technology adoption and climate impacts
 - Legal and compliance requirements
- **Capacity Building:** Deliver training through strategic bootcamps, workshops, mentorship, and demonstration sessions, leveraging experts from ACTS, KCIC, KIRDI, and other partners.
- **Peer and Expert Mentorship:** Pair enterprises with mentors for structured business plan development, investment readiness, and ongoing technical support.

2.7 Stage 6: Monitoring, Evaluation & Graduation

This stage is ongoing and focuses on tracking the progress of incubated enterprises against their growth plans. Regular assessments, check-ins, and performance reviews are being carried out to measure capacity gains and prepare the businesses for eventual graduation.

- **Action Plans:** Require each selected entrepreneur to commit to an actionable growth plan and regular reporting.
- **Progress Tracking:** Implement baseline, midline, and endline assessments to measure capacity gains, business growth, and enterprise impact metrics (e.g., revenue, job creation, gender inclusion, climate outcomes).
- **Performance Review:** Hold periodic cohort check-ins and “pitch” sessions.
- **Graduation & Recognition:** Upon successful completion, recognize enterprises, provide links to investors or further acceleration programs, and document case studies for learning and scale-up.

2.8 Stage 7: Documentation & Learning

This stage is also underway, with continuous collection of lessons, success stories, and best practices emerging from the incubation process. The insights generated will inform future scaling strategies and contribute to knowledge sharing within the clean energy ecosystem.

- **Lessons Learned:** Capture operational lessons, success factors, and challenges throughout, to inform future scaling strategies both within the EVI-SICEE project and in the broader climate innovation ecosystem.
- **Best Practices Repository:** Develop and share a compendium of successful business models and incubation approaches for replication and policy advocacy.

ANNEX 1: Due diligence tool

Business Information

Name of Business: _____ Entrepreneur's Name: _____

Date: _____ County _____ Ward _____ Village _____

Location (GPS): Altitude: _____ Latitude: _____ Longitude: _____

1. Business Overview

Brief history, ownership, and management structure.

2. Problem Being Solved

What need, challenge, or market gap does the business address?

3. Business Model

Revenue generation model and scalability potential.

4. Raw Materials

Source(s) of raw materials used.

5. Products / Services

Main offerings of the business.

6. Production Capacity

Current output and potential scaling.

7. Pricing Strategy

How prices are set and competitiveness in the market.

8. Customers & Competition

Target customer segment and major competitors.

9. Sales & Marketing

Key marketing channels, strategies, and sales approach.

10. Technology Used

Machinery, automation, digital tools, or systems in use.

11. Climate Impact

Does the business contribute to climate solutions? Briefly describe how.

12. Job Creation

- Current jobs: _____
- Projected jobs after scale-up: _____
- Notes on pay and working conditions
- Gender balance in staffing

13. Financial Health

Basic revenue, expenses, profit margins. (Use estimates if detailed figures are unavailable.)

14. Compliance

Tick what applies:

- Registered Business
- Environmental Permits
- Labour Law Compliance
- Tax Compliance
- Insurance

15. Growth Strategy

Vision for the next 5 years and plans to achieve it.

16. Partnerships & Recognition

List of key partners, funders, and awards.

Has the entrepreneur received KCIC support before? Yes No

17. Gap Analysis & Support Needed [filled by supervisor]

- Key challenges the business is facing Immediate and long-term support required
- Business strengths and risks Sustainability and impact considerations
- Recommendations for incubation

Annex 2: Final list of onboarded entrepreneurs

Source	Age	Ger	County	Business	Position	Sector Involved
KII	32	M	Kisii	Sole Proprietorship	Owner	Solar and Electric Pressure cookers
KII	57	F	Kisii	Company	Co-Partner	Solar
Survey	27	F	Homabay	Sole Proprietorship	Owner	Cookstoves
KII	50	F	Kakamega	Sole Proprietorship	Owner	Cookstoves
KII	40	F	Tharaka Nithi	Sole Proprietorship	Owner	Cookstoves
KII	51	F	Kitui	CBO	Owner	Cookstoves
Survey	36	F	Machakos	Company	Owner	Solar
Survey	34	M	Machakos	Company	Owner	Solar
Survey	27	M	Kiambu	Company	Co-Partner	Cookstoves
KII	38	F	Mombasa	CBO	Co-Partner	Cookstoves
KII	48	F	Mombasa	CBO	Co-Partner	Cookstoves
KII	28	F	Kilifi	CBO	Co-Partner	Cookstoves
KII	49	F	Siaya	Sole Proprietorship	Owner	Solar/Cookstoves

Total young people – 5; Total Female adults -10

Annex 3: Baseline Data about the selected cohort

3.1 Cohort at a Glance

- Total Entrepreneurs: 13
- Counties Represented: 10
- Gender Balance: 77% female, 23% male
- Youth Representation (≤ 35 years): 38%
- Dominant Business Type: Sole Proprietorships (46%)
- Primary Sector: Cookstoves (54%)

3.2 Gender and Age Distribution

Category	Number	% of Total
Female	10	77%
Male	3	23%
Youth (≤ 35 yrs)	5	38%
Adults (> 35 yrs)	8	62%

3.3 Business Model

Business Type	Number	%
Sole Proprietorship	6	46%
Company	3	23%
Community Based Org.	4	31%

3.4 Sector Involvement

Sector	Number	% of Total
Cookstoves	7	54%
Solar	3	23%
Mixed (Solar & EPC/Cookstoves)	3	23%

3.5 Geographic Spread

Counties Represented (10): Kisii, Homabay, Kakamega, Tharaka Nithi, Kitui, Machakos, Kiambu, Mombasa, Kilifi, Siaya.



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