

Team

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About the Library

History of the Library

The Library started when NFE was a company of just 3 people to make sharing information efficient and easy. We knew that future NFE team-members wouldn't be able to see emails about process changes that were being sent before they joined and that most of the people who would eventually join NFE likely hadn't even heard of us yet. This Library was our way of ensuring that all of our company information was accessible to everyone regardless of when they became part of the team.

Advantages

At NFE our Library is extensive and keeping it relevant is an important part of everyone's job. It is a vital part of who we are and how we communicate. We established these processes because we saw these benefits:

1. Reading is much faster than listening.
2. Reading is async, you don't have to interrupt someone or wait for them to become available.
3. Talent Acquisition is easier if people can see what we stand for and how we operate.
4. Retention is better if people know what they are getting into before they join.
5. On-boarding is easier if you can find all relevant information spelled out.
6. Teamwork is easier if you can read how other parts of the company work.
7. Discussing changes is easier if you can read what the current process is.
8. Communicating change is easier if you can just point to the page history.
9. Everyone can contribute to it by directly editing a page.

One common concern newcomers to the Library express is that the strict documentation makes the company more rigid. In fact, writing down our current process in the handbook has the effect of empowering contributors to propose change. As a result, this Library is far from rigid. You only need to look at the Library [home page](#) to see the evidence. Every attempt is made to document guidelines and processes in the Library. However, it is not possible to document every possible situation or scenario that could potentially occur. Just because something is not yet in the Library does not mean that it is allowed. Aaron Tushabe is the primary custodian of the Library, please talk to him in the #general channel on Matrix if you're unsure about something concerning this Library.

Library Interpretation

The Library is subject to interpretation. We do our best to be as clear as possible to minimize confusion and/or misinterpretation. We also recognize that we have a global audience and that may bring different interpretations. If you have any questions or need further clarification please check with the content owner of any given page. When in doubt please reach out and ask.

Remember that everything is in draft at NFE and subject to change, this includes our Library.

We rarely mark any content or proposals as drafts. Everything is always in draft and subject to change. When everything is in draft, contributions from team members as well as the wider community are welcomed. By having everything in draft and assuming others have low context, confusion can be reduced as people have shared access to information.

Community Checkins

Agendas, Meeting notes and recordings for all our meetings

Previous Meetings Recorded

- [NFE Checkin 10/04/2025](#)
- [NFE Checkin 17/04/2025](#)
- [NFE Checkin 25/04/2025](#)
- [NFE Checkin 02/05/2025](#)
- [Meeting with Uzuzi Meter Supplier 07/05/2025](#)

NFE Checkin - 16/05/2025

Agenda

- Metering Evaluation review
- Pearl Marina Proposal Review
- Company tools Demos
 - Element (Matrix)
 - Kimai (Time tracking)
 - NextCloud (Calendar and Email)
 - Bookstack (Team Documentation)

Action items

- Prepare Fundraising update for next meeting - Aaron
- Ordering meters from Top 3 providers - Aaron
- Need to locate manual for China Brandless meter - Dansturn
- Nansana Site inspection Open questions for next meeting - Dansturn
 - Find out process for requesting/applying for bulk/sub meter from Umeme
-

NFE Checkin - 23/05/2025

- [Payment System Evaluation](#)
- [Design of Sezibwa Rentals Microgrid](#)
 - Need to a separate switch to turn Umeme on/off
 - May need bypass on the inverter too for maintainance
 - How much last gasp mechanism does the Lora Gateway come with
 - How about meters? What happens before and after power goes off
 - Materials
 - Meters + Lora Gateway
 - Wiring
 - Cabinet
 - Umeme switch on/off - circuit breaker
 - Civil works - cement
- No demos of company tools, keeping it short because Hillary has a hard stop (1.5 hours)

Action items

- Set up payment page - Aaron
- Follow up on shopping for materials - Dansturn
- Update micro design from notes above - Aaron
- Inventory management - How do we keep track of hardware we have - Aaron to propose something

NFE Checkin - 30/05/2025

Agenda

- ~~Payment Processor demo~~
- AMI demo
 - CalinAMI
 - MicroPowerManager
- Other collaboration tools
 - dashboard
 - calcom
 - Kimia
- [BOQ](#) for locally-sourced items
- ~~Physical layout for Sezibwa Rentals Microgrid~~

Action items

- Pesapal - How to process refunds - Aaron
- Check on when money is received on the bank account - Aaron
- What is the process of becoming a 3 phase (bulk metering) customer - Dansturn
 - Include how payments are made
 - What does UMEME reclaim/own?
 - Meters?
 - Circuit breakers?
 - Wiring?
- [BOQ](#) feedback - Dansturn
 - Confirm that meter is for Code 10.2 not Code 20
 - Resize PDU (we need one for 10 meters)
 - Compare both suppliers instead combining and present both

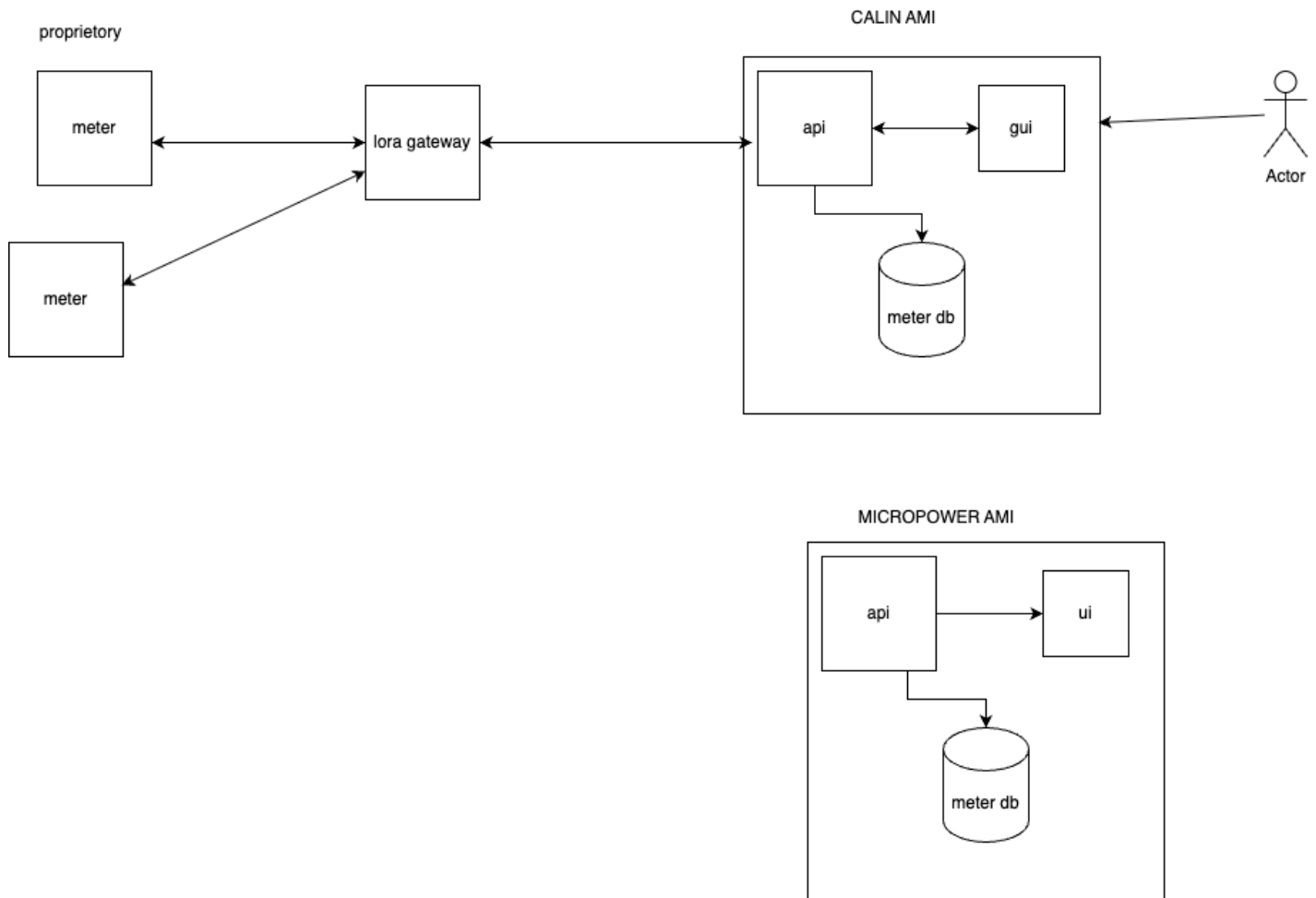
NFE Checkin - 06/06/2025

Agenda

- AMI demo
 - [CalinAMI](#)
 - [MicroPowerManager](#)
- Other collaboration tools
 - dashboard
 - calcom
 - Kimai
- Company Board and Structure updates
- Fundraising Updates

Action items

- Ownership model - Aaron to present this next week
- Upload documents to Element/Bookstack - Dansturn
 - Layout of Sezibwa rentals
 - BOQ excel



6/13/2025

Updates and Action items

- Dansturn

- Purchase the PDU in which to put the meters in the course of next week
- complete the BOQ Excel with new revisions
- Receive the meters that arrived from China
- Application for 3 phase commercial from uedcl
- **Aaron**
 - fundraising update to be discussed next week.
 - Collaboration tools to be discussed next week.
- Expectations for next week
 - [MicroPowerManager](#)

NFE Checkin - 20/06/2025

Agenda

Operation Updates

- How to apply for Three Phase connection
- BOQ updates for Sezibwa Rentals

Fundraising updates

- We are tracking [our finances](#) on open collective.
- Phase 1: Sezibwa Rentals - [funding status](#)
- Fundraising efforts - [Tracker](#)

Other collaboration tools

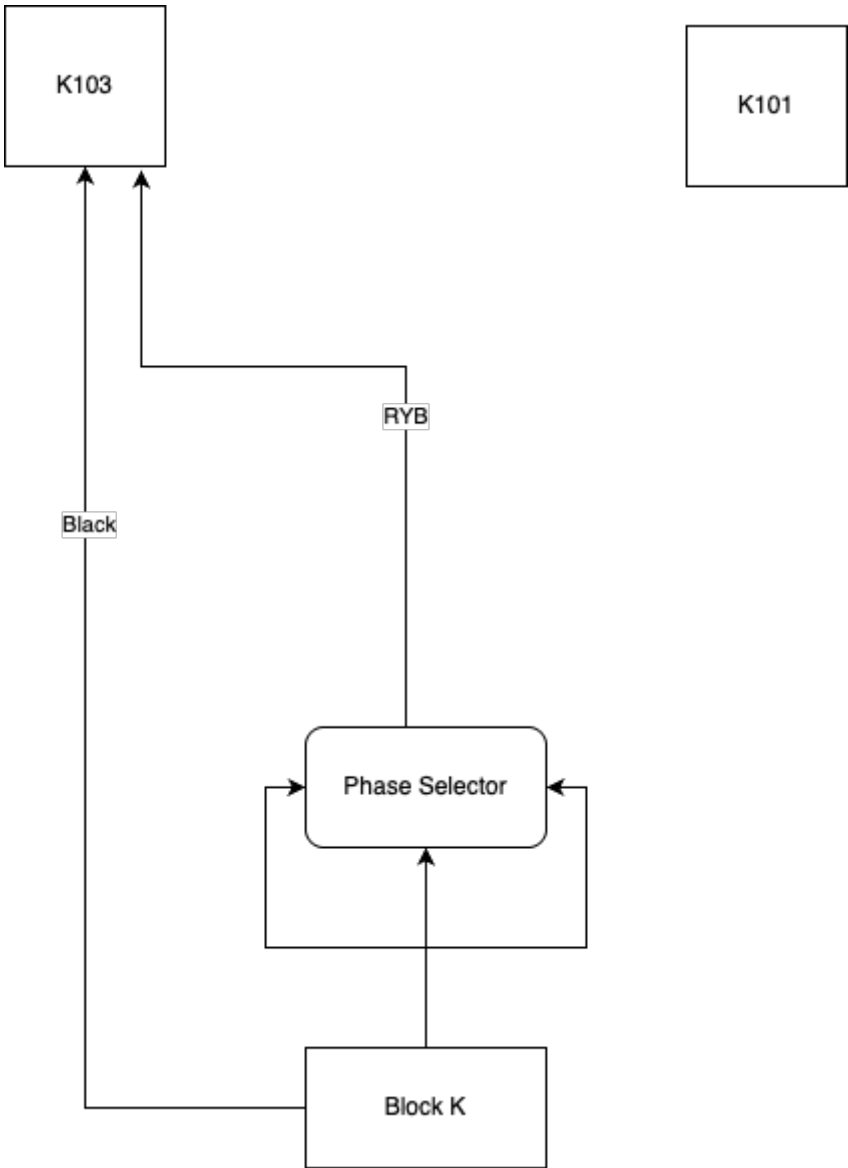
- dashboard
- calcom

MicroPower Manager -

- Toggling Calinmeter on/off [in progress](#)
- Adding Calinmeters via LoraWAN gateway - [In analysis](#)

Action Items

- Documentation that shows the relationship between the client (Sezibwa Rentals) and NFE.
 - Aaron can provide MOU
- Examples of Postpaid Bills - Hillary + Dansturn
 - Code 10.2 to Code 50
- Load Schedule for Sezibwa Rentals - Aaron + Hillary
- Confirm that the 10.2 meter come with in built phase selector or if we need a phase selector - Dansturn
- Meeting early next week



Community Checkins

NFE Checkin - June 24th 2025

Action items

- Power bank for Gateway - Aaron
- Padlocks for gateway - Aaron
- Set up Calinmeters and Gateway - Dansturn
- Conference list needs compiling - Aaron

NFE <> EnAccess Checkin

Attendees

- Aaron Tushabe - NFE
- Vivien - EnAccess
- Daniel - EnAccess

Meeting link: <https://meet.google.com/rpg-vpmw-zzh>

Agenda

- **Introductions**
- **Expectations** for NFE using EnAccess provided [MPM instance](#) for [Sezibwa Rentals Pilot](#)
 - Daniel: For transparency: We haven't yet had the time to fully clarify and conceptualise our ToS for MPM, w.r.t SLA/SLO/Uptime promises/Data security, but also pricing to cover the infrastructure costs etc... As a result we currently provide the MPM cloud service this "as-is".
 - Aaron: This is understood and when we are successful with the pilot, we'd like to collaborate on the possibility of agreeing on some Terms of Service or setting up NFE's self hosted instance. I think the community needs an instance to quickly evaluate MPM cheaply and quickly so I'd prefer we collaborate on improving the cloud.mpm.io experience more production ready for new joiners.
- **Support with Regular Community Calls** on MPM/EnAccess projects/materials
 - Let's talk about how I can help, I have ideas but I some questions first
 - Who do you recommend I pair with on this one. I am of the view that initiatives are more resilient if we have more than one human co-owning it so I'd like to have someone I pair with to get this going. I can reach out to Thulie add see if she's up for it
 - Anything that has been tried in the past that I should consider before proposing something?
- **NFE overview**
 - I have [a pitch deck](#) I keep refining and [our bylaws](#) share more about our ownership model

Notes

Quick summary

During this meeting, Aaron, Vivien, and Daniel discussed the Nearly Free Energy mini-grid project, the history and current status of the Microgrid Power Manager (MPM) software, challenges related to community adoption and technical implementation, and potential collaboration on pilot deployment and funding sustainability.

Action items for Aaron

- ☐ Test and finalize the connection of the newly arrived smart meters with the existing LoRa gateway and the MPM system by the end of the week.
- ☐ Reach out to Truly (community manager at EnAccess) to plan the first collaborative call focusing on MPM pilot.
- ☐ Share detailed documentation of Nearly Free Energy's funding model and business plans with Vivien and Daniel.
- ☐ Investigate and propose any feature improvements or integration needed for MPM to support Nearly Free Energy's pilot.
- ☐ Continue applying for grants to sustain Nearly Free Energy operations and explore co-application opportunities with EnAccess.

Action items for Vivien

- ☐ Provide continued onboarding and support for Aaron on the MPM platform and relevant documentation.
- ☐ Facilitate coordination between Aaron and Truly for community engagement and calls.
- ☐ Share more detailed information about EnAccess's current funding, support structure, and pricing policy as it develops.
- ☐ Invite relevant stakeholders from REA Nigeria and Cameroon to join the community discussions and pilot support.
- ☐ Assist in documenting prospective features and integrations for MPM in the public GitHub repository.

Action items for Daniel

- ☐ Support Aaron with technical guidance on MPM setup, infrastructure reliability, and data backup processes.
- ☐ Monitor and assist with troubleshooting any compatibility issues between smart meters and MPM, especially regarding Colleen meters.

- ☐ Ensure automated database backups are working effectively on the cloud infrastructure used for the pilot.
- ☐ Help Aaron with understanding MPM functionalities, feature limitations, and contribute to the software documentation.
- ☐ Participate in community management activities and support onboarding efforts for new users like Aaron.

NFE Checkin - July 4th 2025

Agenda

- Sezibwa rentals BOQ review
 - Open Questions
 - How we are funding it
 - NFE will fund it
 - Kimbowas will contribute 1k to NFE
 - Arinda will contribute 1k to NFE
 - [Open Collective NFE account](#)
- Calinmeter AMI Testing results review
 - Outstanding issues
- Code 10 application
 - Code 10 bills
- Github issues on Micropower Manager
- Meeting with Vivien

Action items

- Submit Contributions by tomorrow: Dansturn + Arinda
- Find remaining balance for Sezibwa rentals: Aaron
- Submit expenses for Sezibwa Rentals to Open Collective: Dansturn + Aaron
- Follow up with Scott on
 - Last month meter reading feature: Arinda
 - Needed to retry commands a couple of times, why?: Arinda
- Build PDU and deploy next week: Dansturn
- Code 10 Application: Aaron

Community Checkins

NFE Checkin - July 9th 2025

Agenda

-

NFE Checkin 11/7/2025

Agenda

- Review of Last week's Action items
- Review of progress on PDU setup
- Discuss next steps concerning the power application.

Review of Last week's Action items

- Submit Contributions by tomorrow: Dansturn + Arinda == Done
- Find remaining balance for Sezibwa rentals: Aaron == Aaron to update
- Submit expenses for Sezibwa Rentals to Open Collective: Dansturn + Aaron == Pending, Dansturn will submit receipts by Monday
- Follow up with Scott on
 - Last month meter reading feature: Arinda == Scott hasnt been responsive. Follow up more
 - Needed to retry commands a couple of times, why?: Arinda == Has dependency on Scott, pending
- Build PDU and deploy next week: Dansturn == work in progress. to be done by Monday
- Code 10 Application: Aaron ==. Aaron to update when he wakes up

Action items for this week

- Complete meter assembly in the PDU by Monday 14th July == Dansturn
- Add stands and secure lock on the PDU and deliver to site by Monday 14th July == Dansturn
- Pull ABC (1 span) to the proposed service point. By Next meeting == Dansturn
- Push connection application in tandem with the pending PDU works == Dansturn
- Follow up Scott again === Hillary

NFE Checkin 18/7/2025

Agenda

- Sezibwa Homes Phase 1 - Deployment Blockers
 - New CODE 10 application - I tried applying [here](#) but I need a Cert Number
 - PDU Deployment Pictures
- Communication with Scott: Still unresponsive?
- Funding Updates
 - Sezibwa Homes Phase 2 - 5k grant pledged by Energy IoT open source
 - Expense submissions

Action items

- Submit all outstanding expenses for Phase 1 - Dansturn
- Provide Cert Number for Code 10 application (6890377606518) - Dansturn
- Share deployment photography on [Bookstack](#)
- Customer contact information collected - Aaron
- Complete service cable installations - Dansturn
- Share Recoverable grant funding agreement with Team on - Aaron
- Checkin with Scott - Hillary

NFE checkin 26/07/2025

Agenda

Previous action items

- ~~Provide Cert Number for Code 10 application (6890377606518) - Dansturn~~
- Share deployment photography on [Bookstack](#)
- Customer contact information collected - Aaron
- Complete service cable installations - Dansturn
- ~~Share Recoverable grant funding agreement with Team on - Aaron~~
- ~~Checkin with Scott - Hillary~~

New items to discuss

- Demo
 - Self serve portal for UEDCL
 - Application approved notice
 - Recoverable grant agreement Template
 - Pictorial Phase 1
 - Dansturn meeting with Vivien follow ups
- Issues for Sezibwa Homes
 - Umeme Meter box installed outside fence - is this an issue
 - Calin AMI bugs - can we launch with them
- Next steps
 - Capture customer names and contacts - assign meters
 - Umeme billing portal - How will be get our monthly bill and how are we expected to pay

Action items

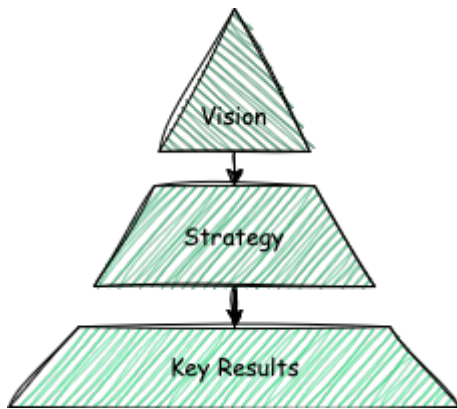
- Submit all outstanding expenses for Phase 1 - Dansturn
- Customer contact information collected - Aaron
- Complete service cable installations - Dansturn
- Schedule follow-up call with Vivien - Aaron
- Autarky (Titiana) Follow-up call - Aaron
- How to collect data from Chint three phase meter - Aaron/Dansturn

Culture, Vision and Values

What you can expect from our culture and distributed work environment.

Culture, Vision and Values

Vision, Strategy, Key Results



Vision

Thriving Communities



Strategy

Advancing Sustainable, Reliable, Affordable Energy through resilient Community Owned Microgrids. We build and operate these microgrids and teach others how to do the same.



Key Results

Completed

- Find Partners and advisors and cofounders
 - Dansturn - Grid Operations
 - Hillary - Metering Technology
 - Michael Goldbach - Advisor
- Attend Microgrid Conference in Dallas, April 2025 and connect with the community
- Register NFE as a Utility Company in Uganda
- Set up collaboration tools for NFE team
 - [Email and Calendar](#)
 - [Wiki / Documentation](#)
 - [Time tracking](#)
 - [Website](#)
 - [Group chat](#)

- [Video calling](#)
- [Meeting Scheduling](#)
- [Version Source Control](#)
- [Customer Help desk](#)
- [Customer Relationship Management \(CRM\)](#)
- [Project Management](#)
- Evaluations and sourcing for
 - [Metering Partner](#)
 - [Payment Processing Provider](#)

Now

- Pilot microgrid in a small community of 8 to 10 homes
 - Bulk (discounted billing) through UEDCL
 - Test smart metering hardware
 - Test monitoring and steering software for meters
 - Test customer post paid billing
- Connect with Linux Foundation energy community for collaboration on Microgrid software
- Find hardware partners in China
- Connect with 2 potential customers
 - Bugolobi flats
 - ?
- Publish one or two knowledge base articles
 - Share about Smart metering (finding a vendor and deciding on communication protocols)
 - Payment/Vending systems: Evaluating uganda's online payment ecosystem
- Financial Transparency - Publish our finances on open collective

Next

- Bellavista microgrid
 - 1st customer onboarding (sign MOU)
 - Enable smart metering
 - Enable customer post paid billing
- Introduce BESS for Pilot customer
 - Test power backup offering

Later

- Enable BESS for Bellavista
- Enable Solar PVs for Pilot
- Start using open source software for running the microgrid

Collaboration Tools

Overview

This page contains useful tips for working at NFE and for various tools we use. These tools can be found at dashboard.NearlyFreeEnergy.com

Email and Celandar with NextCloud

[Email and Calendar](#)

Documentation with Bookstack

[Wiki / Documentation](#)

Kimai for Time tracking

[Time tracking](#)

Company Website with Wordpress

[Website](#)

Group Chat with Matrix and Element

[Group chat](#)

Code Repository with Gitea

[Version Source Control](#)

Customer Help desk with Freescout

[Customer Help desk](#)

CRM with Espo

[Customer Relationship Management \(CRM\)](#)

Project Management with Plane

You can access plane [here](#) and their [documentation](#).

Video Calls with Jitsi

Jitsi is an important part of GitLab's strategy for communication between team members. As such, extra care needs to be given to ensure the safety and integrity of data. For how to use Jitsi, refer to their [official documentation](#)

Scheduling Meetings with Calcom

Most of our work is asynchronous but we'll occasionally need to meet with each other and with external stakeholders. This is what Calcom is for. It's [Free Software](#) like most of our tools so you can search online for more information on how to use it. Here's how you can set up your NFE account.

In Nextcloud Calendar, hover over the link icon to the right of the calendar in question, e.g. Personal, and you see an edit icon. Click the edit icon:

image.png

You'll see a pop-up like the following. You will want to click the + for "Share link" and then click the resulting clipboard icon that copies the link to the clipboard:

image.png

Then, you'll want to go to your Cal.com pop-up for configuring CalDav and paste the link:

image.png

Then continue the process of connecting to your Nextcloud calendar via CalDav, confirming event creation:

image.png

Complete the remaining steps. You can leave video settings for later. Confirm your availability times. Add a profile photo / avatar.

Values

Collaboration

We are better Together: If you want to go quickly, go alone but if you want to go far, go together

Curiosity

Always learning, frequently questioning and listening.

Community

Default to Openness. We want to learn and build in public so that others who care about what we are working on can also learn and consider contributing to our mission. They'll be a few things that need to be private like our customers contact information but we aim to be open about how and what we are working on. So when in doubt, just share it.

People first

Relationships count most, invest in them. We want to give each other room to center our lives around family and friends, not our jobs.

Managers of One

People need to be reminded more often than they need to be instructed. What it means to be [a manager of one](#).

Culture - how we work

Most of our work is asynchronous, this is the best way for people in different timezones, schedules and places to effectively collaborate. The people at Gitlab wrote [a good guide on asynchronous work](#), please go read it.

Here's some tips from Aaron

- Lean on element/matrix to start conversations about something you are inclined to "have a meeting or call" about. You'll be surprised by how much progress you can make on something without scheduling a meeting.
- Expect that progress might feel slower than having everyone in the same room at the same time.
- You need to get better at writing your thoughts and ideas out. We really very heavily on written communication to collaborate
- If you have an idea or suggestion, make use of our bookstack library and create a page for it as we discuss it.

NFE is a Social Venture!

Our Identity

We, **Nearly Free Energy (NFE)**, operate as a **social enterprise** — a mission-driven business committed to providing affordable, sustainable energy solutions while generating profit in a responsible and inclusive manner.

Our Purpose

Nearly Free Energy exists to:

- Advance access to **sustainable, reliable, affordable electricity** for every community;
- Support **energy independence and resilience** through microgrid innovation;
- Create **local economic opportunities** by empowering households, cooperatives, and small businesses to manage their energy needs

Our Core Principles

We are guided by the following values:

People-Centered Impact

We prioritize the needs, dignity, and aspirations of the communities we serve. Our solutions are co-designed with our users, and we strive to create long-term value and inclusion.

Environmental Stewardship

We commit to environmental sustainability in our products, services, and operations — advancing renewable energy efficiency solutions to reduce reliance on fossil fuels.

Financial Sustainability

We operate for profit to ensure our longer-term viability. We reinvest earnings in innovation, infrastructure, and impact — balancing financial returns with social outcomes.

Transparency and Accountability

We share our goals, progress, and challenges openly with our stakeholders. We maintain integrity in our dealings with customers, employees, partners, and investors.

Community Partnership

We build local capacity and respect local knowledge. We collaborate with community organizations, public agencies, and other enterprises to maximize shared value.

Governance and Decision-Making

- Our leadership team is accountable for balancing financial, environmental, and social performance in all major decisions.
- Impact and profit are both KPIs in our internal planning and reviews.
- We welcome regular feedback from our customers, partners, and employees to help shape our direction.

Reporting and Learning

- We will publish a **Social Impact Report** at least once a year to document progress toward our mission.
- We will share lessons learned, challenges faced, and areas for improvement in line with our commitment to transparency.

Our Long-Term Vision

We envision a world where energy is:

- **Sustainable** — powered by renewable resources
- **Affordable** — enabling families and businesses to thrive;
- **Community-owned** — unlocking local prosperity and autonomy.

Till every community can sustain their energy needs.

Glossary

PDU - Power Distribution Unit

DCU - Data Concentrator Unit

LV - Low Voltage

IPC - Insulation Piercing Connector

CT - Current Transformer

ByLaws

Welcome

This work, "NFE Bylaws", works as the operating agreement for Watt Works Foundation Limited and is a derivative of "Ampled ByLaws and East Bay Permanent Real Estate Cooperative Bylaws" by theselc.org, used under CC BY-SA 4.0.

Our Bylaws

This is the guidebook for NFE. This document explains how shared ownership model works, how decisions are made, and how profit is shared.

These Bylaws provide guidance for Watt Works Foundation Limited (dba NFE), our desire is to empower each other to steward NFE's vision well and go beyond simply following the letter of the bylaws.

We think having the ByLaws in place can be a helpful safety net when conflict inevitably arises but we expect and encourage 1:1 conversational deliberations rooted in our values to be the first tool we reach for to resolve conflicts peacefully.

Mission and Values

Mission

We are here to advance energy resilience using community owned sustainable energy microgrids.

Values

Collaboration

We are better Together: If you want to go quickly, go alone but if you want to go far, go together

Curiosity

Always learning, frequently questioning and listening.

Community

Default to Openness. We want to learn and build in public so that others who care about what we are working on can also learn and consider contributing to our mission. They'll be a few things that need to be private like our customers contact information but we aim to be open about how and what we are working on. So when in doubt, just share it.

People first

Relationships count most, invest in them. We want to give each other room to center our lives around family and friends, not our jobs.

Managers of One

People need to be reminded more often than they need to be instructed. What it means to be [a manager of one](#).

Five dysfunctions

Our values also help us to prevent the [five dysfunctions](#):

1. **Fear of conflict** Seeking artificial harmony over constructive passionate debate => *prevented by transparency, specifically Managers of One and Collaboration.*

2. **Absence of trust** Unwilling to be vulnerable within the group => *prevented by Collaboration, specifically People first.*
3. **Avoidance of accountability** Ducking the responsibility to call peers on counterproductive behavior which sets low standards => *prevented by Community.*
4. **Inattention to results** Focusing on personal success, status, and ego before team success => *prevented by Managers of One*
5. **Lack of commitment** Feigning buy-in for group decisions creates ambiguity throughout the organization => *prevented by Community and Managers of One*

Some dysfunctions are not addressed directly by our values; for example, trust is not one of our values. Similar to happiness, trust is something that is an outcome, not something you can strive for directly. We hope that the way we work and our values will instill trust, instead of mandating it from people; trust is earned, not given

Ownership

NFE is owned by the community of people contributing to NFE's mission.

Owners or Members

Owner-member is the term we use to refer to people NFE recognizes as owners or members of the NFE co-operative.

- Each ownership category elects at least 1 and a maximum of 2 representatives on the NFE board. Each board member serves a 2 year term, they serve for a maximum of 2 terms.
- Owner-members take on 3 main categories. Some members can be recognized within more than one category.

Workers

- Workers contribute by investing time and skills to NFE activities they are hired to complete.
- They make most decisions about the day to day operations of NFE but their board representatives vote on the major decisions
- Becoming a Worker-Owner requires 3 things
 - Work and report at least 240 hours or 6 months, whichever comes first. This work needs to be regular ie at least 5 hours per month.
 - Agreement to the NFE ByLaws
 - Approval of at least 2/3 our current worker-owners

Funders

- Funders contribute money to an NFE microgrid project.
- Their board representatives vote on major decisions
- Becoming a Funder-Owner requires 3 things
 - Fund at least 10% of the cost Phase 1 of a given microgrid
 - Agreement to the NFE ByLaws
 - Approval of at least 2/3 our current funder-owners

Customers

- Customers contribute by using and paying for energy via NFE's microgrids
- Their board representatives vote on major decisions
- Becoming a Customer-Owner requires 3 things

- Contributing for at least 12 consecutive months
- Agreement to the NFE ByLaws
- Approval of at least 2/3 our current customer-owners

Please note that NFE membership voluntary. Individuals or organizations can be funders, workers or customers and chose not to apply for member/ownership.

Responsibilities of Owner-Members

- Active participation in NFE activities as prescribed by their membership category
- Voting on admission of new members

Benefits of Owner-Members

- Influencing Major NFE and NFE microgrid decision
- Annual Surplus sharing
 - Workers - equal share of NFE's surplus (NFE is a worker-member of every microgrid we operate)
 - Customers - proportional share of respective microgrid's surplus, proportional to their contribution
 - Funders - proportional share of funded entity's surplus, proportional to their contribution.
- Existing owners get right of refusal to opportunities for new membership as workers, customers or funders.

Suspending Membership

- Ownership is suspended if an owner-member stops contributing and is given at least one warning.
- Ownership is suspended if an owner-member dies or is dissolved or closed in the case of an organization owner.
- The Board otherwise expels an Owner on grounds of actions contrary to the mission and values, as long as the Board uses a consistent, fair, and reasonable procedure for expulsion (provided in writing to the Owners) that gives an Owner a reasonable period of time in which to explain or correct a problem.

Non Owner Community Members

Not all our stakeholders are currently eligible for becoming members but are still part of the community so theoretically could be owners in the future.

- Suppliers - NFE partners with organizations like UEDCL (Macrogrid operator in Uganda), Calinmeter Co a metering supplier and Linux and EnAccess foundations are key software partners. We would like to include them as members but are get to craft a model to that effect.
- Regulators - Electricity Regulatory Authority (ERA) and Uganda National Beurou of Standards (UNBS) are also key stakeholders and part of our community but are currently not eligible for membership.
- Advisors - We have a board of advisors who provide guidance on our business, technology and people model. We may compensate these advisors for their time but they are currently not eligible for membership.

Board of Directors

This group are the guardians of the NFE mission. They help steer and make all major decisions.

Board Members

- All board members except the CEO are elected by the owner-members
- The Board generally stewards the process by which work is carried out, as opposed to directing the substance of the work.
- CEO is hired by NFE workers and approved by the board

Responsibilities

- Regularly reviewing financials and financial decisions, changes to employee compensation, and periodic budget review.
- Monitoring compliance with the law.
- Reviewing internal policies adopted by Workers.
- Providing feedback and guidance to workers and Making reasonable inquiry into any concerning activities or decisions by workers.
- Intervening when the NFE's members engage in overly risky or illegal activity

Board Elections

- Happen every time a board position is open.
- Board terms are a minimum of 1 year and a maximum of 2 years.
- Members will serve for at most 2 consecutive terms.

Board member removal

- A board member may be removed by the members that elected that particular board member
- A board member may be removed if they die or the organization is closed or dissolved.
- CEO may be removed by a simple majority of the board members.

Binding NFE

The Secretary or Chairperson or CEO may sign a document or make a binding commitment on behalf of NFE. The Board may designate other people through a board resolution, to do the same.

Directly Responsible Individuals

NFE is a community owned organization but we rely very little on consensus to make most decisions. Directly Responsible Individuals (DRIs) at NFE own particular projects, initiatives, or activity and make most decisions concerning those areas.

What is a directly responsible individual?

[Apple coined the term](#) “directly responsible individual” (DRI). The idea is that every project is assigned a DRI who is ultimately held accountable for the success (or failure) of that project.

They likely won’t be the only person working on their assigned project, but it’s [“up to that person to get it done or find the resources needed.”](#)

DRIs may be a lead or senior or associate worker. The selection of a DRI and their specific role will vary based on their own skillset and the requirements of their assigned task. What’s most important is that they’re empowered.

While the DRI is the individual who is ultimately held accountable for the success or failure of any given project, they are not necessarily the individual that does the tactical project work. The DRI should **consult and collaborate** with all teams and stakeholders involved to ensure they have all relevant context, to gather input/feedback from others, and to divide action items and tasks amongst those involved.

Empowering DRIs

It is important to understand that DRIs do not owe anyone an explanation for their decisions. If you force a DRI to explain too much, you’ll create incentives to ship projects under the radar. The fear of falling into a perpetual loop of explaining can [derail a DRI](#), and cause people to defer rather than working with a bias for action.

We would much rather foster a culture where DRIs are willing to put their ideas in the open. This enables feedback from a broad range of diverse perspectives, which the DRI can take into account and choose how (if at all) it shapes their thinking.

Communication and feedback

A DRI should be able to articulate the objectives, check progress and give and receive feedback. This will ensure the DRI can change direction or plan ahead to avoid any setbacks.

At NFE we communicate and work [asynchronously](#), you can read more about it on [this page](#).

One thing to consider when a DRI needs to give or receive feedback is that they may not be the actual manager of the other members of the team.

DRI, Consulted, Informed (DCI)

Different organizations use different methods of assigning responsibility; one of the most popular is the [RACI Matrix](#), which outlines who the Responsible-Accountable-Consulted-Informed people should be on a decision or project.

GitLab's implementation of a DRI for decision-making means that we have evolved the RACI matrix to DCI (DRI, Consulted, Informed).

The **Responsible** and **Accountable** person is the **DRI**, the **Consulted** people are those whose opinions are sought, typically subject-matter experts; and with whom there is two-way communication. and **Informed** people are those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

Circumstances Requiring the Rare Need for Approvals

- Decisions that impact more than a single project
- Could have large financial impact
- Could present significant risk to the business
- Have business reputation considerations
- Decisions regarding approval or removal of NFE members, NFE project members and their respective board members as

Surplus Sharing

What and why

- After the end of every fiscal year, NFE shall do the following:
- Determine available surpluses for each project for reallocation.
- Allocate some or all surpluses to members, following the procedures described under “How Surplus Is distributed”.

If, instead of surpluses, there are losses, the losses will be allocated in any manner that the Board determines to be fair and equitable, in consideration of the circumstances leading to the loss.

How Surplus is Distributed

- Books are balanced for each project under NFE as well as NFE itself.
- NFE will propose to the board on how to invest the surplus in any of 3 ways in order of priority
 - Every project will first pay back the principal contribution from all it's funders.
 - The project will then consider how much to reinvest back in the project expansion
 - Remaining surplus per project is distributed to it's members equally (workers) or proportionally to contributions for funders and customers.

Will & Testament

How NFE will close

Any proposal to sell, dissolve, or liquidate NFE or its projects must be approved by 2/3 of the board. In such an event, after paying or adequately providing for all debts, liabilities, and repayment to contributors, NFE shall make payments in following the procedures described under “Surplus Sharing”

Defending and Compensating members

NFE shall have the power to indemnify its Workers, Customers, Funders and their agents to the fullest extent permitted by law. NFE shall compensate a Worker, Customer or Funder for any expenses incurred from lawsuits, penalties, fines, and costs of defense if the person incurred these expenses in connection with fulfilling their duties as a Worker, Customer or Funder. This is also called “indemnification.”

However, NFE is not obligated to “indemnify” a person if such expenses arose from a situation where the person stole funds, knowingly received funds they were not entitled to, intentionally committed a crime, or recklessly or intentionally harmed NFE or its members.

Changing Bylaws

Prior to the first Board election, these Bylaws may be changed by approval of a majority of Initial Worker-Owners.

Once a Board has been elected, with exceptions listed below or on a specific Bylaws page, these Bylaws may be changed by approval of 2/3 of Board at a duly called Owner meeting, or by 2/3 of those voting by electronic ballot duly submitted to Owners, so long as a quorum participates. All elections should provide at least 15 days prior notice.

Exceptions include:

- Changes to the Bylaws (including formatting changes) not affecting the decision-making power or financial rights of Members may be made by approval of 2/3 of the Board.
- Each time a page in the Bylaws is amended, the Board Secretary will email a copy of the new Bylaws to all Owners, and will put the Bylaws on the NFE Library. The Library will include an archive of all old Bylaws. NFE's Library software (bookstack) will be used to maintain revision history and comments for more context on why each change was made.

Ownership (Membership)

This project is community owned as per the model described [here](#).

This the membership for NFE co-operative.

Funders

- Tushabes - 10,000 USD
- Arindas - 1,000 USD
- Kimbowas - 1,000 USD

Workers

- Dansturn Kimbowa - L3
- Hillary Arinda - L3
- Aaron Tushabe - L3

Customers

- Non eligible yet