

Closing date
for application
› **November 15,
2019**

2020–2022

CAPACITY DEVELOPMENT PROGRAMME

– Renewable energy

Programme Objectives

The overall purpose of this programme is to contribute to strengthening the conditions for investments in renewable energy to provide modern and sustainable energy systems, including all forms of renewable energy such as solar, wind, hydro, bio (including waste-to-energy) and geothermal energy. In turn this is expected to lead to poverty reduction through increased access to affordable, reliable renewable energy and access to electricity for people living in poverty.

The Capacity Development Programme on Renewable Energy aims at creating increased knowledge and capacity of selected organisations and participants about how different energy systems solutions based on renewable energy can be developed at different levels in society, from local communities without network connections to larger plants at national macro level. The participants will share knowledge and networks and work together in Country Teams to develop and implement a common Change Project that will support change processes within the participants own organisations and areas of activity.



BENEFITS FOR THE ORGANISATIONS:

- Increased competence and capacity that will help achieve the organisational goals and activities.
- Professional support for project development that will strengthen the organisations impact in the field of renewable energy.
- Opportunities for collaboration through an extensive international professional network.
- Increased knowledge of and access to different kinds of funding mechanism related to renewable energy and energy efficiency projects and activities.
- Highly motivated and capable staff.

BENEFITS FOR THE PARTICIPANTS:

- Increased knowledge and understanding of methods and tools for renewable energy systems, change processes and investment opportunities in the renewable energy field.
- Increased capacity to create and implement Change Processes in the organisation.
- Access to an extensive international network of professionals.
- A holistic understanding of opportunities and challenges in the renewable energy sector and practical experience from how to handle them.

RESULTS CHAIN:

Impact goal	Ensure access to affordable, reliable, sustainable and modern energy services, especially renewable, and thus increased access to electricity for people living in poverty. Achieved by strengthening the conditions for increased investment in renewable energy to provide modern renewable energy services.
Outcome goal	Strategically important organisations and other actors help to initiate, support, strengthen and develop institutions that affect national policies, regulatory frameworks, that strengthen the conditions and incentives for investments in renewable energy technologies and develop sustainable energy systems by providing energy infrastructure with consideration of the rights, needs and demand of people living in poverty.
Output goal	Participants have, after completion of the programme, increased knowledge, tools and contact areas to drive effective change processes within their respective organisations and institutions.

Target Group

Invited countries are: Kenya, Tanzania, Ethiopia, Mozambique, Zambia and Zimbabwe.

The programme is mainly targeted towards organisations; not individuals and is focused on establishing long-term relationships with key organisations within the field of renewable energy in the respective countries. Targeted organisations are ministries/departments, agencies/utilities, regulators, regional actors, CSO's and national public and/or private financial actors. The organisations should be willing to commit themselves to participation over several years and to cooperate with other organisations in the programme.

For the second training programme batch priority will be given to participants from the same organisations that were represented in the first batch, alternatively to any strategic partner identified by the organisations as needed in order to successfully implement the Change Projects. In some cases the Change Projects in the second training programme batch will build upon the Change Projects from the first batch.

Capacity and interest to drive change processes to achieve organisational long-term goals, and a certain level of influence in the renewable energy sector, is a prerequisite to become a collaborative organisation. Selected participants are expected to be permitted to allocate working time to take part in the programme and work on implementing their Change Project for 2 years. The Change Project is expected to support ongoing change processes

and activities within the scope of the organisation. The programme is also aimed at an even gender and age distribution and hence encourage women and younger professionals to be nominated for participation as well, given that they meet the criteria for selection.

THE TARGET GROUP CONSISTS OF:

- Mid-level or high-level managers actively working to strengthen the conditions for investments in renewable energy and sustainable energy solutions;
- Key persons who are decision makers and normative for the profession in their respective countries or are deemed to have the potential to influence or take a decision-making position;
- Participants who have good language skills in English and relevant academic degree related to the programme content or have acquired relevant knowledge in other ways;

The delimitation of the target group is based primarily on participants who have a combination of the following:

- Work for/within an actor/organisation that is strategically important for the programme's targets;
- Personal prerequisites to participate in change processes relevant to the area;
- A role and a mandate in their organisation/institution that provides real opportunities to pursue change work;
- A position that enables them to participate actively throughout the capacity development programme;
- Good knowledge of the language in which the programme is offered.



Contents

The programme will in its practical implementation rest on three pillars, closely interlinked and interdependent as shown in the figure below:

	1. Learning and knowledge transfer	2. Change management	3. Experience/ knowledge sharing
Policy formulation	<ul style="list-style-type: none"> • Political drivers for investments, including political foresight, policy formulation, public engagement, administrative efficiency, market support • Sound energy and public management, incl. transparency, predictability, non discrimination, gender awareness, environmental sustainability awareness • Planning and support of increasing share of renewable energy, including incentive schemes and innovative business models • Effective legislation, regulatory issues and pricing • Knowledge and practical solutions for access to clean energy services from a rights, gender equality, poverty, environmental, conflict, as well as anti-corruption perspective 		
Technological solutions	<ul style="list-style-type: none"> • Access to research and knowledge about latest developments, applicable technologies • Off-grid, on-grid, micro-grid systems • Environmental aspects 		
Investments	<ul style="list-style-type: none"> • Understanding of the need for investments in renewable energy and energy efficiency, as well as linkages to climate change • Knowledge about institutional prerequisites for sustainable investments • Financing solutions for different technologies • Local, national and transnational climate finance solutions • Knowledge about funding opportunities for investments at different levels (international and local financial institutions and their mandate, including project formulation 		

The programme will focus on three main modules, to be combined with the pedagogy for capacity development:

MODULE 1: POLICY FORMULATION

The programme aims to facilitate an overall understanding of the current renewable energy and energy efficiency situation in each country and thereby introduce various strategies that can enable policy formulation for a sound and secure renewable energy management.

MODULE 2: TECHNOLOGICAL SOLUTIONS

The programme aims to provide an overall knowledge and understanding of the prerequisites for a sustainable energy system based on renewable energy and energy

efficiency. This means that the participants will acquire knowledge about the advantages and disadvantages of different renewable energy sources, energy distribution and the importance of energy efficiency.

MODULE 3: INVESTMENTS

Investments in renewable energy technologies are from the perspective of banks and other investors, still, often seen as a risk investment, making them unwilling to engage. The participants will be guided in different forms of funding possibilities, such as bilateral, regional and multilateral funds, GCF, PPP, venture capital for different areas such as innovation, technology development, upscaling and commercialization.

Programme Structure

The Capacity Development Programme consists of two batches of 2 year long training programmes with 30 participants each. Each training programme will consist of the following 8 phases:

PHASE 1: INITIAL PHASE

The focus during this phase will be on forming the Country Teams and specifying the common area of Challenge to be used for the Change Projects. Through LIFE's online platform "LIFE Network" the participants are introduced to each other and to subject related topics and crosscutting issues. This makes sure that the participants will have a common frame of reference and equal level of knowledge before they meet at the first Regional Workshop. The participants will also be introduced to all the programme mentors.

PHASE 2: REGIONAL WORKSHOP (1, 5 WEEK)

This phase will be arranged in one of the countries in the region. The participants will receive support in identifying and developing a common Change Project from the defined Challenges. An intense schedule of group work, lectures, study visits and hands-on-activities will take place.

March/
April
2020

PHASE 3: STAKEHOLDER WORKSHOPS (1-2 DAYS) AND PROJECT WORK

The Stakeholder Workshops are expected to be arranged by the different Country Teams simultaneously in the participating countries and shall focus on clarification of the context of the projects as well as anchoring the projects with relevant stakeholders. For this purpose managers and supporting staff in the organisations will be encouraged to join the Workshops. Extensive mentoring is available throughout this phase.

PHASE 4: SWEDEN PHASE (3 WEEKS)

The Sweden Phase focuses on following up on the Change Projects and developing Project Plans for implementation throughout the rest of the training programme. Another focus is strengthening networks between the participants and their organisations with experts and

Sept./Oct.
2020

relevant organisations in Sweden. The aim is also to provide the participants with good examples concerning the three main areas; policies, technology, and financing.

PHASE 5: STAKEHOLDER WORKSHOPS (1-2 DAYS) AND PROJECT WORK

During this phase focus will be on implementing the Change Project according to the Project Plans. Stakeholder Workshops will again be arranged by the participants to create awareness and engage relevant stakeholders. Extensive mentoring is available throughout this phase.

PHASE 6: REGIONAL PHASE (1 WEEK)

This phase will be arranged in one of the participating countries. There will be seminars and discussions on the main subjects; renewable energy, financing and policies as well as cross-cutting issues and project management. Lessons learned from the previous phases will be an important issue for discussions. Project results so far will be presented and discussed, and mentors will guide the participants to corrective actions when needed.

PHASE 7: STAKEHOLDER WORKSHOPS (1-2 DAYS) AND PROJECT WORK

Project work will continue according to the Project Plans (with necessary corrections implemented). In some cases the project objective will have been achieved, and then the focus will be on following up the potential outcome. Again, Stakeholder Workshops will be arranged by the participants in collaboration with the mentors. As in previous Workshops the organisation and other stakeholders should be involved.

PHASE 8: WAY FORWARD (3-5 DAYS)

The purpose of Way Forward is to safeguard a continuation of the project work initiated during the training programme. This phase will also be arranged in one of the participating countries. By the end of the phase the participants present the results from the Change Projects, and discuss further actions. Lessons learned will be highlighted.

		Programme Timeline																							
		2020												2021											
Renewable Energy Programme 2		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1	Initial Phase	■																							
2	Regional Phase			■																					
3	Stakeholder Workshops & Project Work				■	■	■	■	■	■	■	■	■												
4	Swedish Phase												■												
5	Stakeholder Workshops & Project Work													■	■	■	■	■	■	■	■	■	■	■	
6	Regional Phase																								
7	Stakeholder Workshops & Project Work																								
8	Final Phase/Way Forward																							■	



METHODOLOGY

This Capacity Development Programme on Renewable Energy has a strong focus on institutional development. The collaboration with and commitment from the strategic organisations is therefore of paramount importance for the success of the programme. Nominating participants with a relevant position and mandate to influence ongoing change processes and activities in the organisation will accelerate those change processes and contribute to better goal achievement in the organisation. The expanded professional international network, knowledge and tools for institutional development and information about how to access investments are all components of the Programme that will make that acceleration possible. The programme is aimed at more than professional development for the participating individuals. It is aimed at long-term cooperation and increased organisational capacity that will support the development of renewable energy systems in the targeted countries.

The programme builds upon active participation from the participants and the organisations with a strong focus on the sharing of knowledge, practical experience and expertise. Participants are encouraged to continuously relate theoretical and practical knowledge to the opportunities and challenges faced in their home organisations. The programme employs a mixture of pedagogical methods such as lectures, group works, forum discussions, case studies, study visits and extensive use of ICT to support active learning.

A central component of the pedagogy in the programme is the planning, implementation and evaluation of a common Change Project per Country Team. The team is expected to work continuously with the project with extensive support from the different Programme Mentors.

CHANGE PROJECT

The planning and implementation of a Change Project form the basis of the Capacity Development Programme and requires work during the whole programme period (2 years). This is paramount to the success of the programme and as such requires strong commitment from the organisations and the individual participants. The participants are expected to allocate at least 0,5 workday per week during 2 years to the planning and implementation of the Change Project.

During the application stage the applicants are, together with their organisation, expected to identify and define a Challenge in the area of renewable energy from their respective countries. The Challenge should be in line with the scope of the organisation and the participant should have a mandate from the organisation to work on this Challenge. After being selected the participants from each country will be formed into Country Teams and receive support and coaching with the aim to develop a common Change Project that targets a common Challenge that can be addressed by all the participating organisations. Alternatively, a main Change Project could be designed and supported by one or two subprojects.

Ideally the Country Teams will consist of representatives from several different organisations that can contribute with their unique perspectives, mandates and networks to successfully implement the Change Project. This will also enable the participants to work together on Change Projects which can contribute to the achievement of both the programme objective and the organisations' own strategies and long-term goals.

The Change Projects will evolve as the programme provides new knowledge and tools. The practical work and the drive for project implementation is the responsibility of the participants and the organisations, but the participants will continuously receive support by 2 different types of programme mentors – LIFE Mentors and Regional Mentors, as well as a support team of experts in the different subject areas.

Please note that neither Sida nor LIFE Academy is responsible for any means of financial support to help realize the Change Projects. However, one central component of the programme is the identification of investment opportunities in renewable energy.

MANAGEMENT AND STAFF

The training programme is carried out under the management of LIFE Academy, Karlstad, Sweden. The team of lecturers and mentors include Swedish and international experts as well as experts from the participating countries, all with extensive experience within their respective fields.

Practical Information

LANGUAGE REQUIREMENTS

The Capacity Development Programme will be organised and conducted in English. Candidates from countries where English is not an official language should do a language test with an official body in the home country, unless other documentation to support her/his ability can be provided.

HEALTH REQUIREMENTS

Owing to the fact that the Capacity Development Programme consists of international travels and work away from home in a new environment, good health and full working capacity is conditioned. It is therefore recommended that candidates undergo a medical examination before filling in the Medical Statement in the Application form.

OTHER REQUIREMENTS

Nominations are assessed on individual and organisational merits. 30 participants will be selected to each batch of the training programme taking into account that the participants bring diversity to the group through their various backgrounds and professional qualifications. A description of the Challenge area which will be the base for the development of the Change Project, together with the commitment of the home organisation to support active involvement of the participant in the implementation of the project will be of crucial importance in the selection of participants.

Once selected, the participants are required to attend all scheduled parts of the programme. A Cooperation Agreement is to be signed by the supervisor in the nominating organisation before the start of the programme in order to confirm that the participant will be allowed working time for the Change Project and active participation throughout the programme. Due to the character of the programme, family members are not allowed to accompany participants to the scheduled phases.

COSTS

Sida will cover all training costs during the physical phases pertaining to lectures, literature, documentation, study tours and certain social activities as well as accommodation and food. International travel costs during phases 2, 4, 6 and 8 will be covered by Sida. Any costs arising from the Change Project implementation, as in arranging stakeholder workshops, are to be covered by the participating organisations.

Costs for personal expenses are not included and it is the responsibility of the participant or his/her organisation.

VISA

Participants are responsible for obtaining all relevant visas during all scheduled parts of the programme. The costs for obtaining visas are carried by the participants.

INSURANCE

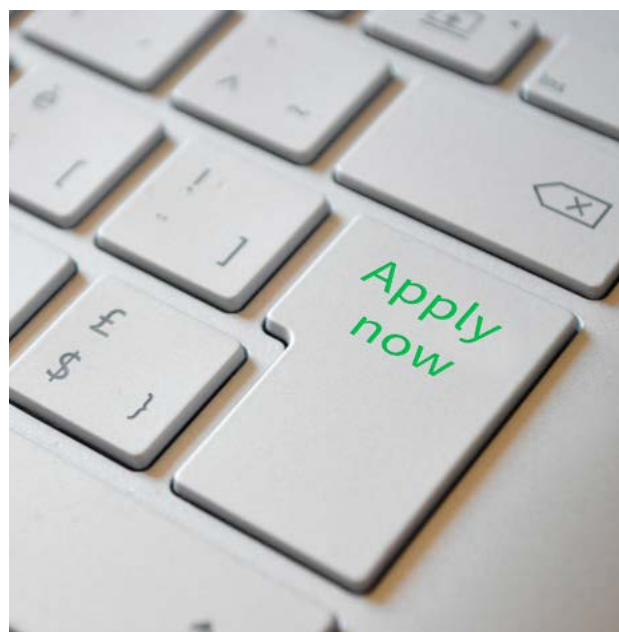
All participants are covered under a group insurance while on scheduled parts of the programme.

HOW TO APPLY

The application must be submitted before the closing date. Please find the application form [here](#).

Applications that are not complete and not signed by the nominating organisation will not be considered. A copy of the signed application together with a recent photo shall also be submitted by email to info@life.se to be sure the application reaches LIFE Academy.

The initial selection starts after the closing date for applications. Interviews might be conducted if complementary information is needed. The final selection is expected to be made a couple of weeks after the closing date for application. Once selection has been made and commitment contracts from the nominating organisations have been signed additional information about the programme will be sent out and the participants will be invited to the on-line platform LIFE Network. The first regional phase is expected to take place 3 months after the final selection has been made and the Swedish phase about 6 months after.





LIFE Academy is a global network academy, offering international training programmes in sustainable development, such as Environmental Management, Renewable Energy, Climate Change and Information & Communication Technology. After having participated in a training programme at LIFE Academy in Sweden, the participants become members of LIFE Academy. Today LIFE Academy has members in "key positions" in their home countries in more than 80 countries of the world, covering Asia, Africa, Latin America and Europe.

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SIDA'S MISSION

The Swedish International Development Cooperation Agency, Sida, is a government agency working on behalf of the Swedish parliament and government, with the mission to reduce poverty in the world. Through our work and in cooperation with others, we contribute to implementing Sweden's Policy for Global Development.