

Uganda Capacity Development Programme for Renewable Energy

APRIL 2022 – JANUARY 2023

Closing date for application

March 21, 2022

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PROGRAMME OBJECTIVES

The main objective is to contribute to strengthening the conditions for investments in renewable energy and energy efficiency, with in-depth technical skills to provide modern and sustainable energy systems. This includes all forms of renewable energy such as solar, wind, hydro, bio (including waste-to-energy) and geothermal energy. The Renewable Energy Programme is thus expected to contribute to poverty reduction through increased access to affordable and 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 system 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 teams to develop and implement a Change Project that will support change processes within the participants own organisations and areas of activity.

RESULTS GOALS TO PARTICIPANTS:

- Increased knowledge of renewable energy sources/technology and analysis.
- Capability to prioritize the most suitable and resilient sources/technology depending on the context.
- Increased knowledge about the availability and demand of renewable energy systems and what is needed in planning, funding, developing and implementing renewable energy systems and access to electricity, considering the needs of all citizens.
- Improved knowledge of how institutional structures can help promote a favorable climate for investments in renewable energy expansion, enabling investments in both on-grid, micro-grid and off-grid systems including clean cooking technologies.
- Improved knowledge of legislation, regulation, pricing, tax instruments and public procurement for innovative solutions for renewable energy systems.
- Improved knowledge of experiences, principles, processes, methods and tools for planning, financing, developing, and implementing sustainable renewable energy systems with a focus on climate finance (public, private and alternative sources).
- Improved knowledge of experiences, methods, and tools, as well as strengthened leadership skills, to conduct organisational and institutional change work, including own change projects and the ability to spread and share knowledge and experience gained through the programme.
- Access to increased international and national professional networks in support of effective work on sustainable renewable energy investments and technologies.

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.

RESULTS CHAIN

IMPACT GOAL	OUTCOME GOAL	OUTPUT GOAL
Ensure access to affordable, reliable, sustainable and modern energy services, especially renewable, and thus increased access to electricity for women and men living in poverty. Achieved by strengthening the conditions for increased investment in renewable energy to provide modern renewable energy services.	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 women and men living in poverty.	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

The programme is focused on creating institutional capacity by engaging Change Agents and establishing long-term relationships between key organisations within the field of renewable energy in Uganda. The Change Agents are expected to share knowledge within their respective organisations, engaging managers and colleagues in the Change Projects. 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 active participation and to cooperate with other organisations in the programme.

The organisation should have a certain level of influence in the energy sector and be willing to push for an

increase of renewable energy and energy efficiency in Uganda. Applicants need to be nominated by their organisations to be selectable. A signature from the supervisor is required in the application form and once selected a commitment contract between the supervisor, the participant and LIFE Academy will be required. Selected participants are expected to be permitted to allocate working time to take part in the programme and work on implementing their Change Project during the programme period. 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 or in other ways can contribute to a development towards a more sustainable energy system in Uganda 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;

25 participants will be selected to the programme.



CONTENTS

Areas to be highlighted are:

- Agenda 2030 and how the Sustainable Development Goals affect the renewable energy space globally and in Uganda
- Strategies for achieving national development goals (access to clean energy, sustainability etc.)
- A deep dive into a sustainable energy system and how the various parts interact
- Renewable energy development for both on-grid and off-grid systems including clean cooking technologies
- Grid Integration of renewable generation of electricity
- Energy management, including energy efficiency
- Project development and project management

The program 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 Uganda and thereby introduce strategies that can enable policy formulation and implementation 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 AND TIME PLAN

PHASE 1: INITIAL PHASE AND ONLINE ACTIVITIES

APRIL 2022

Opening Day Online (1 day)

- Introduction of training concept and methods
- Agenda 2030

Online Webinar (1 day)

- Ugandas energy context, situation and goals

- Identification of challenges and focus areas

Online Webinar (1-2 days)

- Project Management
- Change Management

PHASE 2: ONSITE UGANDA PHASE

MAY 16-20, 2022

- Developing understanding of the national and regional energy system
- Grid intergration of renewable energy generation of electricity (off-grid, on grid, micro-grid systems)
- Clean Cooking Strategies
- Study visits

- Transmission and distribution of electricity in Uganda focusing on power system control, planning, maintainance and customer awareness
- Energy management including energy efficiency
- Workshop: Analysis of the energy system in Uganda
- Developing 4-5 different projects with Action Plans

PHASE 3: PROJECT WORK AND ONLINE ACTIVITIES

MAY - AUGUST 2022

Project Work

- Project implementation
- Stakeholder workshops
- Online mentor support
- Project Management

Online Webinar (1 day)

- Selected theme
- Sharing of experience

PHASE 4: ONSITE UGANDA PHASE AND STUDY TOUR IN TANZANIA

AUGUST 30 - SEPTEMBER 8, 2022

- Training on renewable energy technologies such as solar, wind, hydro, bio (including waste-to-energy) and geothermal energy
- Access to research and knowledge about latest development, applicable technologies
- Cases and experiences from Sweden and other countries
- Online lectures and workshops with international resource persons
- Environmental aspects

Study tour to Tanzania (4 days)

- Study visits; for example cogeneration, mini hydro, isolated solar PV mini grid, grid-connected solar PV system, household biogas digester, small wind turbine, efficient biomass cooking stoves and fuels
- Case studies
- Networking
- Benchmarking on selected project

PHASE 5: PROJECT WORK AND ONLINE ACTIVITIES

OCTOBER - DECEMBER 2022

Project Work

- Project implementation
- Stakeholder workshops
- Online mentor support

Online Webinar (1 day)

- Selected theme
- Sharing of experience

PHASE 6: WAY FORWARD (SEMI-DIGITAL PHASE)

JANUARY 2023 (2-3 days)

- Presentations and discussions of Project Reports
- Conclusions of lessons learned
- Way Forward after training period



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 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 Uganda. 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.**

CHANGE PROJECT

The planning and implementation of a Change Project form an important component of the Capacity Development Programme and requires work during the whole programme period. This is paramount to the success of the programme and as such requires strong commitment from the organisations and the individual participants.

During the initial part of the program, the participants, together with their organisation, will identify and define

a challenge in the area of renewable energy from their own perspectives. 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. Participants will be formed in teams to develop a Change Project that target a common challenge.

Ideally the 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.

Stakeholder Workshops are expected to be arranged by the teams 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.

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 programme mentors as well as experts in the different subject areas. Please note that neither Embassy of Sweden in Kampala 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 region, all with extensive experience within their respective fields.

PRACTICAL INFORMATION

LANGUAGE REQUIREMENT

The Capacity Development Programme will be organised and conducted in English. Proficiency in the English language is therefore an important requirement.

OTHER REQUIREMENTS

Nominations are assessed on individual and organisational merits. 25 participants will be selected to 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. The participants are expected to allocate at least 4 hours per week during the program period, including planning and implementation of the Change Project. A Commitment 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.

Good internet connection is a precondition for being able to participate in the programme as well as access to a feasible room/workplace for smooth participation in the online sessions and for group meetings during project work. These facilities are expected to be arranged by participants' organisations.

COSTS

The programme will cover all training costs pertaining to lectures, literature, documentation, study tours and certain social activities as well as accommodation and food during the onsite training modules in Uganda and Tanzania.

Any costs arising from the Change Project implementation, as in arranging stakeholder workshops, are to be covered by the participating organisations.

International travel costs for the study tour to Tanzania will be covered by the programme. The costs for obtaining necessary visas are born by the participant or his/her organisation.

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

HOW TO APPLY

The application must be submitted before the closing date on **March 21, 2022**. Please find the application form by clicking on the button to the right.



APPLY 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 soon after the closing date for application. Once selection has been made and Commitment Agreements from the nominating organisations have been signed additional information about the programme will be sent out and the participants will be invited to the online platform LIFE Network. The programme will start in the second part of April 2022.

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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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