

Closing date  
for application  
› **February 19,  
2023**

MARCH 2023 – FEBRUARY 2024

# 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 women and men 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 women and men 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 women and men 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, Mozambique, Rwanda, Tanzania, Uganda, Zambia and Zimbabwe. The final number of countries participating in the programme may vary depending on the quality of the applications.

This programme is focused on creating institutional capacity by engaging Change Agents and establishing long-term relationships with key organisations within the field of renewable energy in the target countries. The Change Agents are expected to share knowledge within their respective organisations, engaging managers and colleagues in their 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 participation over several years 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 the country. 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 for close to 1 year. 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;



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

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 commercialisation.

# Programme Structure

The programme runs from March 2023 to February 2024. It includes a number of different activities. One phase of the programme will be held in Zambia in May and one phase will be held in Sweden in October. In addition, two semi-digital meetings will be held where the participants within the same country meet for 3 days. In addition, there will be several assignments to carry out including webinars and films.

The work of developing and implementing a Change Project runs like a red thread through the programme. In addition to contributing to the development towards more renewable energy in the country, the project functions as a case where the participants can develop their skills in conducting needs analysis, initiating and implementing a project. To support the teams in the Change Project process there will be one regional mentor appointed for each team.

## PHASE 1: OPENING AND PREPARATION - ONLINE

March -  
April  
2023

This first phase will be held online. The participants are welcomed to an opening meeting **March 28**. During the meeting the participants will introduce themselves and meet with mentors and LIFE staff. There will also be an introduction to the programme and to the platform LIFE Network where all information regarding the programme will be found.

The preparation phase also contains assignments about project planning and needs analysis that will be presented on LIFE Network.

The participants from the same country will be invited to a meeting with the appointed mentors to start up the cooperation and to reflect over the energy situation in the country.

## PHASE 2: REGIONAL PHASE ZAMBIA - TRAINING ON SITE, 8 DAYS

May 3-11  
2023

The focus during this phase will be on forming the Country Teams and specifying the common area of Challenge to be addressed in a Change Project.

The process of developing a change project that is relevant for the participating organisations and contributes to a more sustainable energy system in the country will be the main objective of the regional phase. This work will be supplemented with lectures and study visits to build up knowledge about renewable energy and change management.

The regional phase is also expected to create conditions for sharing experiences and knowledge with each other. To increase the knowledge about different actors in the energy sector, the participants will be given the opportunity to present their organisations.

## PHASE 3: PROJECT PLANNING AND IMPLEMENTATION

May -  
September  
2023

### - ONLINE AND SEMI-DIGITAL MEETING, 3 DAYS

The focus of the third phase is to finalise the project plans for the change projects and begin the implementation of the project. To support the country teams in the process there will be one regional mentor appointed for each team. The mentor will be available for meetings via Zoom biweekly.

In order to create good conditions for developing the change projects and at the same time give the participants the opportunity to develop the national networks, a semi-digital meeting will be arranged where the participants meet within the country teams. Semi-digital meeting means that the country team will meet at some location within their own country with online support from LIFE Academy and the regional mentors. **The Semi-digital meeting will be held June 27-29** in a venue in, or close to, the capital of each participating country. The aim is to complete the project plans for the change projects. During the semi-digital workshop there will be seminars and discussions on the main subjects; renewable energy, financing and policies as well as crosscutting issues and project management.

The participants are expected to arrange meetings and workshops with different stakeholders. The purpose with these meetings and workshops is for the team to get different views on the challenges and possible solutions related to their Change Project as well as to create awareness and engage relevant stakeholders in the planning and implementation of the Change Project.

During this phase there will be several tasks and webinars to increase the participants' knowledge in the focus areas.

# Programme Structure

## PHASE 4: THE SWEDISH PHASE - TRAINING ON SITE, 10 DAYS

October  
2-13  
2023

The Swedish phase will be held in Sweden on October 2-13, 2023. The participants will present the status of the change projects and work on the implementation together with the mentors. The training will also consist of group work, lectures, study visits and hands on activities. Another focus is strengthening networks between the participants and their organisations with experts and relevant organisations in Sweden.

The first week will be carried out in Karlstad and the second week is held in Stockholm. During this phase the participants will be able to meet with representatives from Swedish authorities, companies, and organisations to gain new knowledge, insights and expand networks for further contacts.

The country teams will present their ongoing change projects to the other participants for input and sharing of experience. Every team will also meet with their mentors for support on implementation of the change project.

## PHASE 5: PROJECT IMPLEMENTATION - ONLINE

October  
2023 -  
January  
2024

During this phase focus will be on implementing the Change Project according to the Project Plans. Meetings and workshops with different stakeholders will be arranged by the participants to create awareness and engage relevant stakeholders in the implementation of the Change Project.

The mentor will be available for meetings via Zoom biweekly.

During this phase there will be several tasks and webinars to increase the participants' knowledge in the focus areas.

## PHASE 6: WAY FORWARD - SEMI-DIGITAL MEETING, 3 DAYS

February  
13-15  
2024

A second semi-digital meeting is held as Way forward on February 13-15, 2024, where the results of the completed projects are presented. The purpose of Way Forward is to safeguard a continuation of the project work initiated during the training programme. During this meeting, the participants will be looking ahead to reflect over how the work to develop renewable energy in the region can be taken forward after the project period is over.

By the end of the phase the participants present the results from the Change Projects and discuss further actions. Lessons learned will be highlighted.

### DIPLOMA

Participants who complete the entire programme will be awarded a diploma. In order to receive a diploma, the following criteria must be met:

- a) participation in all phases of the programme,
- b) actively contributing to the Change Project, including planning, implementation and reporting,
- c) accomplish assignments in due time to the deadlines.

 Pink indicating online sessions  
 Blue indicating phases where the participants meet

| Programme Timeline                           |      |   |   |   |   |   |   |   |   |   |   |   |      |   |
|--|------|---|---|---|---|---|---|---|---|---|---|---|------|---|
| Renewable Energy Programme 4                 | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |
|  | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F |
| Phase 1: Opening and Preperation             |      |   |   |   |   |   |   |   |   |   |   |   |      |   |
| Phase 2: Regional Phase Zambia               |      |   |   |   |   |   |   |   |   |   |   |   |      |   |
| Phase 3: Project Planning and Implementation |      |   |   |   |   |   |   |   |   |   |   |   |      |   |
| Phase 4: The Swedish Phase                   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |
| Phase 5: Project Implementation              |      |   |   |   |   |   |   |   |   |   |   |   |      |   |
| Phase 6: 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. The ambition of the programme is to promote a long-term cooperation between the selected strategic organisations and increase 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 idea is also that the participant will continuously update his or her colleagues of the knowledge acquired throughout the programme and on the development of the Change Project and also to get their input in order to create a joint ownership of the Change Project in the home organisation.

To support this collaboration and give more people within the participating organisations the opportunity to increase their knowledge, a number of webinars will be open for participation from colleagues in the home organisation.

The programme employs a mixture of pedagogical methods such as lectures, group work, 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 mentors.

### TOOLS

Through LIFE's online learning platform "LIFE Network" the participants are introduced to each other



and to subject related topics and crosscutting issues. The platform is also used to make it easier for participants to get an overview of the programme's various activities and to collect all learning material such as recordings from webinars, presentations, and templates. This makes sure that the participants will have a common frame of reference before they meet at the first training session.

To support the collaboration of the participants within the country groups, each country group will have access to a Zoom professional account. Furthermore, the participants will receive financial support to be able to buy internet time.

### MILESTONES

The various steps that need to be carried out will be made clear through timed milestones. An example is that the project plan for the change project must be ready on June 30.

### CHANGE PROJECT

The work of developing and implementing a change project runs like a red thread through the programme. In addition to contributing to the development towards more renewable energy in the country, the projects function as a case where the participants have the opportunity to develop their skills in conducting needs analysis, initiating and implementing a project.

The planning and implementation of the Change Project requires work during the whole programme period (1 year). 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 1 year to the planning and implementation of the Change Project in addition to the scheduled activities in the programme.**

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 (in the country) 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 two 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 realise 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. If any form of considerable medical condition occurs during the programme it is vital that the participant inform the LIFE Academy staff right away.

## 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 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 Regional Phases and the Swedish Phase pertaining to lectures, literature, documentation, study tours and certain social activities as well as accommodation and food. International travel costs during phases 2 and 4, will be covered by Sida.

Costs related to the Semi-digital meetings during phases 3 and 6 are also covered by the programme such as accommodation and food. Sida can for regulatory and practical reasons not cover the cost for the domestic travels.

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. This means no allowance is provided by the programme. However, some extra costs for daily expenses might arise, and it is therefore recommended that the employer give some extra subsistence allowance to the participant when travelling to the Regional Phase and to the Sweden Phase.

## VISA

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

## INSURANCE

All participants are covered under a group insurance while attending scheduled phases outside their own country.

## HOW TO APPLY

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

Closing date  
for application  
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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](mailto: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 online platform LIFE Network. The programme is expected to start March 28, 2023.



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 Eastern 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.

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