

Case No.:
17/001204

Terms of reference

FRAMEWORK AGREEMENT FOR ASSIGNMENT TO IMPLEMENT A CAPACITY DEVELOPMENT PROGRAMME "RENEWABLE ENERGY PROGRAMME"

1. BACKGROUND

1.1 Information about Sida

Sida, the Swedish International Development Cooperation Agency, is a state authority. The objective of Swedish development cooperation is to create opportunities for people living in poverty and under oppression to improve their living conditions.

Like other Swedish authorities, Sida works independently within the framework set by the parliament and government, who decide on the financial framework, countries with which Sweden - and thus Sida - will cooperate with and what direction the cooperation should have.

For more information, please visit Sida's website, www.sida.se.

1.2 Information about Sida's International Capacity Development Programmes

The overall goal of Sida's International Capacity Development Programmes is to strengthen the capacity of individuals and organisations for more effective poverty reduction. The programmes are expected to contribute to the following results:

- Increased level of competence at the individual level and strengthened capacity of organisations to drive change processes for effective poverty reduction, a stronger rights perspective and long-term sustainable development.
- Increased contact areas and established relationships between individuals, organisations and institutions in other countries and Sweden.

1.2.1 Mission Statement

Through different types of international capacity development programmes, Sida supports capacity development targeted towards staff from institutions and organisations in low and middle- income countries, such as public administration, civil society, and business actors. The programmes address different needs and demands in the countries and are implemented within the framework of the Swedish government's thematic priorities for international development cooperation.

Within the framework of international capacity development programmes, competence development of individuals is expected to lead to capacity development of organisations and institutions in the countries of the programme participants.

1.2.2 In complementarity to other development cooperation interventions

Capacity development efforts are implemented in a dynamic and globalized environment, in which development is usually the result of a wide range of factors over a longer period of time. The capacity development programme should therefore be designed and implemented in such a way that ensures that synergies with other actors and initiatives created, especially if these initiatives are other development-funded initiatives with the same overall development goals, not least those supported by Sida.

2. SUBJECT BACKGROUND

The goal of Sweden's international development cooperation is to help create conditions for people living in poverty and oppression to improve their living conditions. This objective has been expressed in several documents, particularly The Bill for Shared Responsibility - Sweden's Policy for Global Development (PGD)¹ adopted by Parliament in 2003. The PGD emphasizes that environmental policy should support efforts in developing environmental technology and renewable energy to meet future global energy and transportation needs. The recently adopted Government Letter 2015/16: 182 Global development policy in the implementation of Agenda 2030² also identifies the need to push for stronger investment in renewable energy to promote a climate resilient development.

Furthermore, the global sustainable development goals and Agenda 2030 constitute a unique framework for expanded international and global cooperation. Goal number seven of the seventeen global development goals states: *Ensure access to affordable, reliable, sustainable and modern energy for all*. The intention is to ensure universal access to energy services and to increase the share of

¹ Prop.2002/03:122 Gemensamt ansvar- Sveriges Politik för Global Utveckling.

² <http://www.regeringen.se/4af25d/contentassets/daadbfb4abc9410493522499c18a4995/policyramverk-for-svenskt-utvecklingssamarbete-och-humanitart-bistand.pdf>

renewable energy in the global energy mix. Investments in energy infrastructure and clean energy technologies shall be promoted and infrastructure and technology shall be upgraded to deliver modern and sustainable energy services to all in developing countries, especially the least developed countries and small developing islands.

Sweden is one of the leading countries among the IEA (International Energy Agency) members in terms of low carbon emissions, with a high share of renewable energy in the form of hydropower and a strong growth of solid biofuels and wind in the country's total energy supply.³ This is the result of taxation of carbon dioxide emissions and energy taxes, emissions trading permits and promotion of renewable energy in electricity generation. Among other measures Sweden has established a market-based electricity certificate system that has been a central instrument for increasing the production of electricity from renewable energy sources. Furthermore, Sweden is a leader in smart, large-scale power grid technology within the EU and in international energy technology cooperation. As an example, the country is working to reduce dependence on fossil energy in the heat / cooling and transport sector by increasing the share of renewable energy and reaching up to 10% by 2020 for these sectors. The Swedish government believes that Sweden will continue to be a forerunner in climate resilient policy and thus in the development of new energy technology, through research, development and commercialization of renewable energy use and technology.

The energy sector accounts for about two thirds of global greenhouse gas emissions and the global energy use is projected to rise by one third to 2040 according to the scenario of the International Energy Agency (IEA). India, China, Africa, the Middle East and Southeast Asia will have the highest increase in demand of energy. The Nationally Determined Contributions (NDCs) plans developed by more than 190 countries is the basis for the Paris Agreement and set out each country's approach to reducing emissions and adapting to a changing climate. Renewable and sustainable energy reform plays a critical role in reaching climate ambitions at national level. NDCs will only be successful if they integrate low-carbon, climate-resilient planning into each country's mainstream economic development plans. Thus, setting ambitious targets and a successful NDC Implementation Plan must be an integrated strategy across all sectors and levels of government and correlate to efforts of meeting the Sustainable Development Goals (SDGs).

Access to energy is a crucial factor in eradicating poverty while at the same time achieving sustainable development. Increased access to electricity is in the long-run expected to contribute to local economic development and employment,

³ Energy Policies of IEA Countries Sweden 2013 Review International Energy Agency

benefitting both women, men, girls and boys. Unequal conditions for women and men regarding access to energy have a negative impact on social development for families and communities. Women and girls tend to have increased opportunities for better health and access to education in those communities that have access to modern energy solutions. Still around 1 billion of the world's people were still lacking access to electricity and about 3 billion people use wood, coal, charcoal or animal waste for cooking and heating⁴. The electricity deficit is overwhelmingly concentrated in Sub-Saharan Africa and South Asia with 62,5 % and 20 % of the population respectively lacking access to electricity⁵. Although different renewable energy options often are financially competitive, fossil based solutions or other forms of energy such as drycell batteries, traditional biomass and kerosene are widely used. There is a need to identify different types of funding options that help accelerate the transition from fossil energy to renewable energy. Beneficial financing solutions can help reduce the risk of investment and reduce capital costs, which are significantly higher in developing countries.

Low- and middle-income countries with an undiversified energy mix are particularly at risk regarding effects of climate change, such as drought and other natural disasters that occur more frequently. With a large proportion of hydroelectric power, drought can result in reduced power output from existing hydropower stations and warranting the development of alternative renewable energy power generation in order to reduce vulnerability, enhance resilience and avoid fossil dependency.

Sida's collaboration in the energy sector is mainly focused to Sub-Saharan Africa. The programmes and projects aim at increasing access to energy with a strong focus on renewable sources and efficient use of energy. Sida's partners are ministries, government agencies, institutions, civil society organisations and private actors. Sida supports access to energy through national grids and off-grid solutions such as mini-grids and stand-alone systems. There is an increased effort to support electricity generation capacity from renewable sources through innovative financing solutions, such as guarantees. Increased knowledge and capacity is key for a sustainable development of the energy sector in Sida's partner countries.

2.1 Barriers to increased investments in renewable energy and improved access to energy

A decisive factor in creating a sustainable and inclusive energy sector is effective, efficient and transparent institutions, laws and regulations. Improved legal frameworks and access to long-term loans and sufficiently well-developed projects can stimulate private investment in renewable energy infrastructure. Tax systems,

⁴ World Outlook Energy 2015, International Energy Agency

⁵ State of Electricity Report 2017, <https://openknowledge.worldbank.org/handle/10986/26646>

increased tax revenues and well-functioning certification systems can also contribute to increased investments for a more inclusive and sustainable energy sector. Capacity development in developing countries is central, not least in terms of knowledge and technology transfer, new alternative renewable solutions and procurement of sustainable energy systems. About 80% of today's power sector funding comes from national revenues such as taxes and user charges. In addition to streamlining and regional integration, an investment-friendly climate that attracts foreign and private investment is needed. Therefore, solid reform frameworks are key, as are strengthened institutions. The Swedish experience of supporting renewable energy sector actors and creating market incentives through proactive policy formulation constitutes a solid and valuable platform in this development process.

While there is a great interest in financing high-return projects, available project development resources are insufficient to meet the demand for well-developed and investment ready projects. There is a lack of guidelines and risk evaluation schemes to help banks assess loan applications from business projects related to renewable energy. Developing infrastructure projects to attract private and government investment can be a complex and risky process.

Climate investments can include, for example, large-scale investments in renewable energy, but also mini-grids not connected to the main power grid and individual off-grid solutions. There is a need to identify different types of funding solutions that help accelerate the transition actions from fossil energy or inefficient use of traditional biomass to modern renewable energy, set out in countries' NDCs. Beneficial financing solutions can help reduce the risk of investment and reduce capital costs. Developing capacity of tapping in to international climate change financing sources, such as the Green Climate Fund (GCF), Global Environment Facility (GEF) and Nationally Appropriate Mitigation Actions (NAMA) Facility, is important in this respect. However, this kind of funding alone, will not be able to provide the large-scale investment needed. Financing sources such as the private sector and domestic fiscal budgets will therefore be needed. In order to reach a coherent overview of the financing landscape, capacity should be developed on national level to establish institutional coordination of climate finance activities.

3. PROGRAMME DESCRIPTION

The assignment concerns the planning and implementation of an international capacity development programme in support of increased investment and use of renewable energy in Sida's partner countries. The programme will in its practical implementation rest on three pillars, closely interlinked and interdependent, i.e. i) learning and knowledge transfer, ii) change management and iii) experience/knowledge sharing (peer-to-peer).

The purpose of the programme is to contribute to strengthening the conditions for investments in renewable energy 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, reliable renewable energy and access to electricity for people living in poverty.

The programme should contribute to increase the knowledge of the participating individuals and organisations about different energy systems solutions based on renewable energy and how these can be developed at different levels in society from local communities without network connections to larger plants at national macro level. Furthermore, the programme should integrate methods and processes for learning and knowledge sharing among the participants, to facilitate peer-to-peer learning. A main objective of the capacity development programme should support change processes within the participants' own organisations / areas of activity and thereby lead to a continued change processes in the selected partner countries. This is further elaborated below in section 7.

4. PROGRAMME SCOPE AND STRUCTURE

4.1 Programme scope

Year	Estimated delivery (call-off) ⁶	
2018	Programme 1 Global (Kenya, Ethiopia, Tanzania, Mozambique, Zambia and Zimbabwe)	Framework agreement 4 years to initiate a programme within 3 years
2020	Possibility to call off additional global programme (5-6 countries) if extension of framework agreement is made	Extension of the framework agreement for additional 2 years
2020	Possibility to call off additional programmes on bilateral/regional strategies (1-4)	

⁶ Sida cannot guarantee anything but the first call-off after contracting the award of the framework agreement.

The assignment is to develop a capacity development programme that will be called off with a global focus, comprising the countries mentioned in the matrix above i.e. Kenya, Ethiopia, Tanzania, Mozambique, Zambia and Zimbabwe. The framework agreement that will be awarded after the tender selection will include a possibility to call off yet another global programme focusing on other countries (more on this under 4.3), selected from the list of Sida partner countries as defined under section 6. The list is however not exhaustive and other countries might be added.

The programme period for the initial programme is expected to be 3,5 years, including an inception phase of maximum 6 months (further elaborated upon below).

Given that the first programme is implemented satisfactory and in line with programme goals the framework agreement can be extended. Any additional programme will be implemented in accordance with the requirements as defined in this document. Any additional programme will be subject to alterations and adaptations as concerns content and programme set up based on learning and feedback from previous programme rounds.

The programme implementer is expected to present a programme proposal for a capacity development programme that takes into account the subject and performance requirements set out in this assignment.

The first programme will be planned and called-off shortly after the implementers have been awarded the framework agreement. Any additional programme will be called-off at the latest six months before programme start.

4.2 Inception phase

To ensure that the programme setup is in line with the needs of Sida's partner countries (see section 6, for countries that may be of relevance for the assignment) and to allow for final programme adjustments, the programme will be subject to an inception phase of maximum 6 months. It is thus incumbent on the programme implementer to present a proposal that includes a plan for an inception phase which is part of the proposal itself. The first programme will consequently be implemented over a period of 3,5 years including the inception phase. The structure of the programme will, after consultation with Sida, be adjusted during the inception phase to enable effective achievement of results.

4.3 Prerequisites for additional programmes

Apart from the global programmes Sida may implement programmes within the frame of bilateral and/or regional strategies. These programmes will be specified at the national/regional level in cooperation with the relevant embassy/unit at Sida HQ and is part of the framework agreement (programmes within the frame of bilateral country strategies and/or regional strategies are financed through other appropriation entries than appropriation entry *28 Capacity development and exchanges*).

Embassies/units at Sida should always contact Sida's unit for Capacity Development (Department for Partnerships and Innovation) prior to making call-offs within the frame of bilateral and/or regional strategies. The programme implementer should continuously keep Sida's unit for Capacity Development (Department for Partnerships and Innovation) informed of progress for programmes called-off by embassies/units at Sida.

Extensions are subject to appropriation of financial resources from the Swedish government, as well as priorities of Sida, which as of yet are not foreseeable.

5. INTERVENTION TARGETS

The procured programme will, in its entirety, contribute to increase the capacity of institutions and organisations to initiate or contribute to ongoing or early reform and change processes to increase the investments in renewable energy and thereby increase the use of renewable energy and increased access to electricity for people living in poverty in cities as well as in rural areas. An important component is to ensure that the programme participants gain insight into how strategic reform or change processes can be driven, as well as the importance of mentoring support in the change projects. Focus will be on capacity development, where knowledge transfer is a method, but not an end goal.

The development objective and the expected effects of the programme (outcome target) as set out below should be made concrete to the overall set-up in the tender. The development objective and expected effects of the programme in relation to the countries invited to participate in the first programme, to the ongoing reform and change processes and to the existing capacities of participating organisations shall be further elaborated upon during the inception phase. This should be made in order to formulate them into expected effects and results that are both possible and meaningful to follow up within the framework of the programme.

5.1 Development goals (impact, long-term effects, which can be expected in capacity development after 5 to 10 years)

Expected long-term developmental effects are:

Ensured access to affordable, reliable, sustainable and modern energy, especially renewable energy, and thus increased access to electricity for people living in poverty. This will be achieved by:

- *Contribute to strengthening the conditions for increased investment in renewable energy to provide modern renewable energy services.*

5.2 Contribution goals (so-called Outcome goals; probable or achieved results in the short and medium term)

Expected effects of the short and medium- term action are:

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.

The outcome target means that participants actively apply the theoretical and practical knowledge gained through the programme and through their change projects bring about organisational and institutional changes and contribute to the development of sustainable energy systems at different levels, national as well as local level.

For the participating countries, the programme implementer is expected to make a survey (baseline study) of some basic data for continued implementation during the inception phase. In connection with this, a number of indicators should be defined in order to make it possible to verify the theory of change of the programme in relation to actual results. This shall be part of the inception phase activities.

The goal of the capacity development programme is that changes will be made in the participants' own organisations /institutions, which in turn can lead to the overall development objective. A first step towards organisational change is that the

participants adapt the knowledge to their own context, for example, to reformulate or develop new policies, new rules, new technologies and / or new methods, working methods and tools. An organisational change could also be that an organisation begins to apply existing policies.

External factors are important for achieving the goal of contribution while also impacting the implementation of the entire change process. It is therefore important to identify the external factors that can strengthen or weaken the possibilities for change, how they interact, and what consequences they will have for the continued planning and implementation of the capacity development programme.

5.3 Results goals (Direct effects on so-called output level resulting from activities and needed to lead to outcomes)

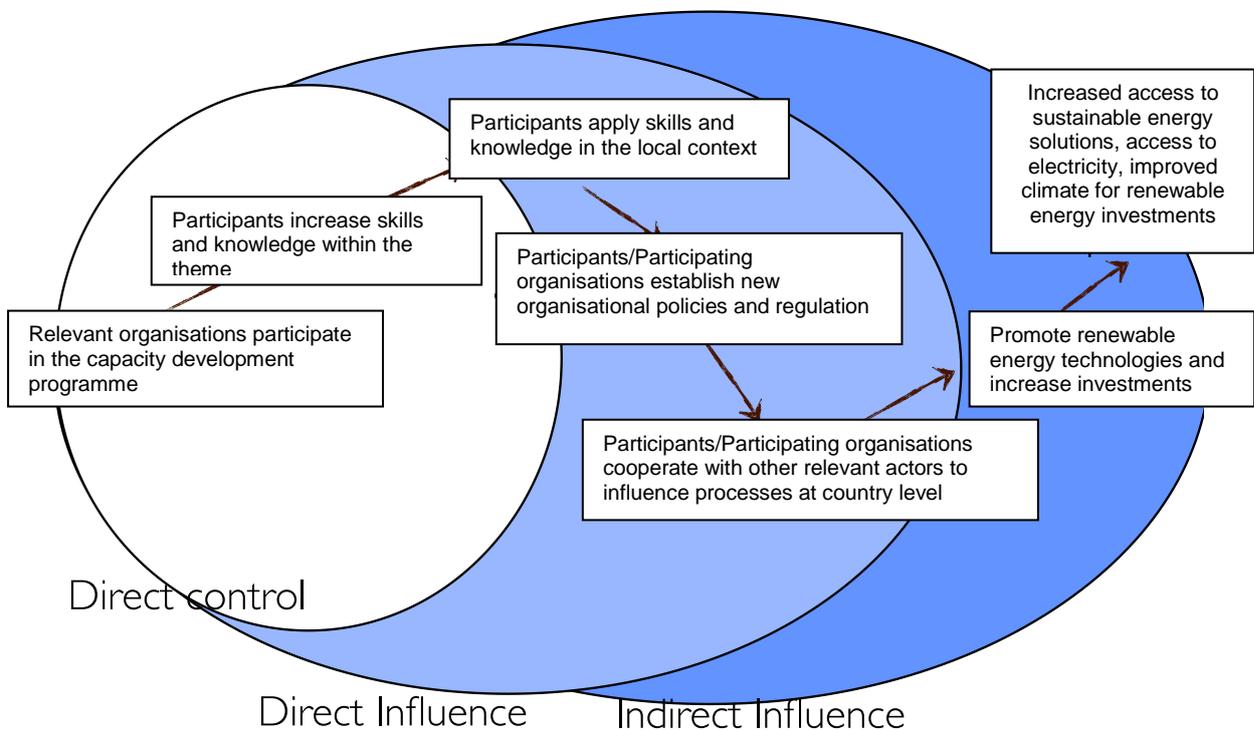
The participants should have received:

- 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, taking into account the needs of all citizens.
- Improved knowledge of how institutional structures can help promote a favourable climate for investments in renewable energy expansion, enabling investments in both on-grid, micro-grid and off-grid systems.
- Improved knowledge of legislation, regulation, pricing, tax instruments, public procurement for innovative solution of 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.

5.4 Results chain

Figure 1. The results chain⁷ for sustainable energy systems and access to electricity.

OUTPUT GOAL	OUTCOME GOAL	IMPACT GOAL
<p>After completion of the programme, participants have increased knowledge, tools and contact areas to drive effective change processes within their respective organisations and institutions (summary of the objective formulation above).</p>	<p>Strategically important organisations and other actors help to initiate, support and develop institutions that may affect national policies, regulatory frameworks, to develop and strengthen the conditions and incentives for investments in renewable energy technologies and develop sustainable systems by providing energy with consideration of poor people's rights and needs.</p>	<p>Ensure access to affordable, reliable, sustainable and modern energy services, especially renewable, and thus increased access to electricity for people living in poverty.</p> <ul style="list-style-type: none"> - Contribute to strengthening the conditions for increased investment in renewable energy to provide modern and sustainable energy systems.



⁷ Inspirerad av Kevin Kelpins "Pathway of change" (Outcome mapping presentation på Sida, juni 2015).

The figure above (Figure 2) aims at illustrating the proposed change theory, as well as the performance chain and the programme implementer's responsibility. The output level results are considered to be within the implementer's direct control, while results on outcome level are considered to be within the implementer's direct impact. Programme target results of the kind suggested in the illustration above are expected to occur in the context of the participants' change projects and are influenced by well-adapted mentor support. The development goals of the programme are considered to be within the scope of the programme implementer's indirect influence: the basis for these results has been achieved through the implementation of the programme and indicators that show that the initiative is on track should be identified, observed and reported.

Certain organisational change and increased organisational efficiency can indeed be achieved as a direct consequence of the application of knowledge gained by an individual participant under the programme. However, for longer term sustainable effects (i.e., for increased organisational efficiency) with the potential to contribute to the development goal, it is usually required that a number of participants / organisations collaborate.

The specific, concretized, results chain should always be clearly anchored in accordance with the programme's change focus. The link between output goals and outcome goals can look different, but the performance chain should always be clear.

The following components are important for achieving good results:

- Strategic recruitment of participants.
- Participants' anchoring in the organisations they represent.
- Participants' change projects.
- Results based management of the intervention.

The tenderer is expected to provide suggestions for the results chain to provide a clear description of the links between the three target levels and of the intervention-related processes that can lead to the achievement of the development target.

5.5 Monitoring methodology

Results reporting will be cumulative and countrywide throughout the entire intervention. Participants will be followed throughout the capacity development programme, to enable an assessment of how their learning and change work evolves during the programme and to ensure that the programme's theory of change is relevant: i.e. that increased level of competence at individual level leads to

enhanced organisational or institutional capacity to drive change processes at local and /or regional as well as national level.

The programme's annual reporting to Sida, as well as the final report to Sida must include indicators to assess how the contribution is developing in relation to the set targets. The annual report should also account for external factors that are positively or negatively affecting achievement of the set targets. The reporting forms the basis for the dialogue with Sida and for the continuous planning and development of the intervention.

The indicators are a way of specifying the intended development towards the targets and make the expected results measurable and possible to monitor. They are used to measure if the intervention achieves set targets.

The tenderer is expected to include proposals for follow-up and control methods as well as indicators in the tender. Based on these proposals, indicators on performance and action levels will be established during the launch of the capacity development programme. The assignment also includes summarizing the experiences made per participating country as an indicative basis to enable future efforts to build on this work.

To enable an adaptive approach and implementation, the tenderer is expected to include a component of continuous monitoring, evaluation and learning throughout the entire programme to ensure that feedback is continuously used to adjust and align with programme goals.

The requirements related to section 5 "Intervention targets " are included in the Tender Invitation. The tenderer's proposal in this regard will be evaluated in accordance with the Tender invitation.

6. TARGET GROUP AND RECRUITMENT

The selection process of participants should be guided by the notion that the capacity development programme should lead to organisational and institutional changes in the participants' home organisations and countries. The selection process should be given enough time and resources and be governed by clear criteria. It is important that recruitment of participants is strategic and based on in-depth analysis of the context in the participating countries.

The establishment of a country team will be the basis for each participating country. A country team is supposed to consist of participants who collaborate and support each other throughout the programme, and together make an action plan for how they will work together during the programme on a *common change project*, one for each selected country when possible. Participants from a country may carry out

individual change projects to achieve complementarity and it is up to the programme implementer to analyse which model is best suitable for the specific context.

To allow for cross-sectoral learning, participants will ideally be recruited from different organisations/institutions/functions. The point of departure is that it is a clear advantage if within a single country there are several actors, with different functions, mandates and responsibilities, who build knowledge and exchange experience in a systems approach to renewable energy.

By the end of the capacity development programme, the participants are expected to have broadened and deepened their subject and change management competence within the themes mentioned in 7.2 below, as well as gained knowledge into practical methods and models for creating a favourable investment climate for sustainable energy systems.

During the programme period, the participants will be given the opportunity to study so-called best practices, i.e. strategies and approaches that have proven to work well and why and how these strategies can be used elsewhere in low income countries as well as other countries.

After programme implementation, it is expected that the participants will initiate and lead change processes and impact work, develop action plans and work for increased interaction between different societal actors. They will have acquired knowledge of tools that will help them to strengthen and develop their own organisation or professional networks so that the work for renewable sustainable energy systems and access to electricity becomes more powerful, influential and efficient. Participants should be able to gather information, analyse and influence their country's basic structural infrastructure, key decision makers and other relevant actors, as well as follow up the effects of their work. Participants should also be given the opportunity to build a working network of colleagues and mentors in support of the continued work of their own organisation, nationally and internationally. In addition, participants are expected to actively contribute to learning within the group and at national level in their respective national networks.

In order for the capacity development programme to contribute to the desired organisational and institutional changes, the participants must be mandated and able to enforce change processes. It is also required that the participants represent a sufficient number of actors from each country in order to build a so-called critical mass that can be expected to contribute to change.

Individual participants contribute to the achievement of the set targets of the programme. The interaction between participants from different organisations, to mutually strengthen each other's ability to pursue change processes are important

for the ability to achieve expected outcomes. Mutual learning, peer-to-peer, south-south knowledge and experience sharing should be a key ingredient in the methodological and pedagogical approach of the programme implementation.

The participants will constitute a mix of a sufficient number from each country from the following sectors:

- Departments/Ministries
- Agencies/Utilities
- Regulators
- Regional actors
- National public and/or private financial actors

To achieve a clear change process in the programme, the programme implementer is expected to select participants from strategically important authorities, institutions, organisations and companies that play a key role in the subject area. Environments where institutional change processes are already in progress are particularly interesting. The programme implementer will also ensure that, when they start the programme, the participants have a common frame of reference and equal level of knowledge to make programme participation as effective as possible.

In order to counteract any form of bias in the selection process, the programme implementer must take an active approach toward recruitment and selection. The programme implementer will in the tender explain how it aims to ensure merit-based recruitment and transparent selection and what concrete methods and approaches they intend to use.

The target group shall consist 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;

- Both women and men based on a goal of at least 40/60 percent representativeness. Particular efforts shall be made to identify and enable participation for female candidates, as they are usually in minority in the field of activity, provided that they otherwise meet the application requirements. Moreover, an even gender distribution among the participants gives greater opportunities for a dynamic programme.
- Priority should be given to younger key people wherever possible.

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 its 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.

It is the responsibility of the implementer to recruit relevant participants to the programme, i.e. participants that enable and contribute to the achievement of the intervention and development targets.

To minimize the risk that participants with insufficient English proficiency are selected, selection methods are very important. Channels for selecting participants may be the implementer's own contacts and partners, direct contacts or meetings with strategic organisations/institutions.

Sida intends to target the programme toward countries and regions where Sweden engages in long-term development cooperation, and where Sweden supports or has given support to the energy sector, community construction / infrastructure / rural development and where energy is an explicit goal in bilateral and regional strategy.

The capacity development programme should therefore primarily be directed to the following countries:

Africa

- Kenya
- Zambia
- Tanzania
- Rwanda
- Zimbabwe
- Uganda
- Mozambique
- Ethiopia
- Mali
- Liberia

The Middle East

- Jordan
- Lebanon
- Morocco
- Egypt
- Syria
- Algeria
- Tunisia

- Libya
- Palestine

Asia

- Bangladesh
- Cambodia

Eastern Europe

- Serbia
- Bosnia
- Kosovo
- Georgia
- Moldova
- Ukraine
- Belarus
- Albania

Latin America

- Cuba
- Bolivia

The selection of regions and countries for the first programme may influence the selection of regions and countries for the potential additional call-off on a regional and/or country level.

The selection of countries is intended to provide opportunities for exchanges of experiences between countries and the establishment of sustainable networks. The list of invited countries is to be established together with Sida.

Sida may, during the programme period and in consultation with the implementer, suggest to include participants from other countries than those listed above.

The requirements related to section 6 "*Target Group and Recruitment*" can be found in the Tender Invitation. The tenderer's proposal in this regard will be evaluated in accordance with the Tender Invitation.

7. SUBJECT CONTENT AND PEDAGOGICAL APPROACH

The initiative will provide key people, decision makers and other relevant stakeholders with knowledge, practical methods and models to contribute to strengthen the conditions for investments in renewable energy to ensure access to affordable, reliable, sustainable and modern energy, especially renewable energy, and thus increased access to electricity for people living in poverty.

7.1 Practical application

The capacity development programme aims to develop the tools of participating individuals and organisations for work on internal and external change processes. It will facilitate the ability of participants to initiate and pursue change processes in their home environment, based on the actual needs and based on knowledge and experience in the subject area. An important part of this can be to create a common agenda with other actors in renewable energy, as well as to develop the ability to initiate, plan, lead and evaluate a change project or programme. Knowledge and models for organisational development and change processes can be another important part. Likewise, follow-up and learning are key elements of change work and the programme should provide participants with knowledge of results based management.

The programme equally aims to bring about knowledge transfer of programme content matters as specified below. This component is essential to enhance the capacity of relevant actors in order to allow for long-term impact in terms of increased incentives for investments in renewable energy.

Furthermore, the idea of including several countries into one single programme is based on the assumption that peer-to-peer learning and promoting experience sharing adds another dimension to capacity development as it provides the participants platforms to use their own experiences as a basis for continuous learning.

7.2 Subject focus

To offer a sufficiently broad knowledge base to the target group, the programme must address **the three following main areas, with sub-areas specified:**

Policy formulation

- Political drivers for investments in renewable energy and energy efficiency.
- Experiences of supporting and promoting renewable energy in terms of political foresight, policy formulation, public engagement, administrative coordination on national/regional/local level, and support of market and technology development;

- The exercise of public authority by governmental bodies working with services at societal level in regard to energy and public management e.g. transparency, predictability and non-discrimination.
- Policy formulation, incentive schemes and business models, planning and supporting renewable energy integration in existing energy mix;
- Legislation, regulation and pricing of sustainable energy systems, especially renewable energy;
- Knowledge of sustainable energy systems and access to electricity from a rights, gender equality, poverty, environmental and conflict perspective;
- Consideration of corruption and anti-corruption work for the energy sector, especially for major infrastructure investments and investments in new technologies.

Technological solutions

- Access to research and technology for renewable energy, applicable renewable energy technologies and custom solutions, investment models and financing solutions, infrastructure and pricing to customers.
- On-grid and off-grid solutions;
- Environmental aspects of renewable technologies and systems;

Investments

- Link between climate change and need for investments in renewable energy and related energy efficiency technology and measures.
- Institutional prerequisites for sustainable and financially viable investment projects in renewable energy;
- Financing needs and solutions adapted to different forms of renewable energy; solar, wind, hydro, bio and geothermal energy;
- Local, national or transnational climate finance which may be drawn from public, private and alternative sources. National institutional arrangements for coordination of climate finance also include the knowledge of methodology for effective measurement, reporting and verification of climate finance;

Funding opportunities for investments at different levels should also be integrated into the programme. A better position for renewable energy sources in institutional banking and venture capital markets provides the basis for an increased number of funding opportunities. Therefore, the programme should strive to include knowledge of international financial institutions and their mandate such as the Asian Development Bank (ADB), African Development Bank (AfDB), Inter-American Development Bank (IDB), European Investment Bank (EIB) (including EIF, etc.) and the European Bank for Reconstruction and Development (EBRD) as well as local banks in the participating countries/regions.

The tenderer is expected to explain how these areas can be covered in the programme schedule and how they will be linked in a coherent manner. Tenderers are invited to propose changes and additions based on their own experience, if necessary, and to describe and justify what they want and do not want to incorporate in the programme.

In the cases of call-offs made at regional or bilateral level, the subject focus will be adapted to the specific needs and contexts of those regions and/ or countries. Within these limited programmes, the specific conditions and trends of that particular region or country will be the basis for the detailed programme matter.

7.3 Participants' change project

Capacity development efforts should contribute to on-going or early reform and change processes in the countries of the participants. They are therefore not primarily tools for individual competence development for the individual participant, but a long-term contribution to the capacity of institutions and organisations to initiate and pursue change processes and to contribute to change for greater democratic development and a more efficient poverty reduction.

One method for capacity development programmes is to increase capacity by developing change projects that the participants bring from their respective organisations, as well as support the implementation of projects in the home organisation. Throughout the programme, the participants work on their change project/s. These projects must be clearly anchored in the home organisation/institution and linked to the condition of their home country. They should also relate to development and reform processes in the participants' countries and have clear links with the programme's objectives. The implementer will ensure that this anchorage exists and will establish dialogue with participating organisations/institutions on appropriate follow-up mechanisms. Monitoring and evaluation of the change projects will take place regularly throughout the intervention period.

To further support change processes, the initiative also aims to support the creation of networks between the participants undergoing the programme throughout the operation. Already existing networks and partnerships should be exploited as much as possible by the implementer, as well as initiatives from Sida and other donors at regional and bilateral level that can provide a platform for synergy effects.

Participants will be offered extensive mentor support for the development and implementation of the change projects. The implementer is expected to elaborate on the methods for mentoring.

Peer-to-peer learning will be essential in this programme to facilitate knowledge sharing and networking among the programme participants. The programme implementer is expected to present a programme proposal where this component is elaborated.

Sida does not finance the implementation of the participants' change projects. It is the tenderer's task that this is clearly communicated to the participants. On the other hand, the programme should provide the participants with knowledge and support to mobilize resources if the planned work requires resources beyond the scope of the organisation's regular activities and budget.

7.4 Pedagogy and ICT

The capacity development programme is based on the active participation of participants and them taking responsibility for their own learning during the programme. The participants' own experiences and the sharing of these experiences between participants form a central part of the programme setup.

The programme should continuously combine theory and practice in a way that promotes the participants' ability to translate their knowledge into practical work in their own organisation/institution in a relevant and sustainable manner. The selection of methods should be adapted to the conditions and challenges that the participants encounter in their daily lives. Educational methods should focus on practical exercises relevant to the participants' situation, active participation and structured exchange of experiences. Study visits can be both an educational instrument and a way for participants to see how knowledge is applied in the field.

Information and Communication Technologies (ICT) are important instruments for development, information dissemination, dialogue and learning. The programme is strengthened by providing participants access to appropriate and adapted ICT solutions for communication and publishing of documents and other information. Participants should be encouraged to integrate these tools into their learning as well as seek information on the internet.

Web-based tools are also the basic medium for maintaining communication within the networks and communication platforms that will be utilized during and after the programme, and all participants will be familiar with the features and software that are useful in that regard, such as a possibility of organizing web conferences.

7.5. Reporting and documentation

7.5.1 Change projects

The change projects are reported in writing to the programme implementer together with an account of potentially achieved change effects, expected additional effects and a plan of how the participants intend to continue to benefit from the effects achieved or continue to work on the same change project without the support of the programme implementer. Participants are also expected to define measurable indicators in the context of their change projects that can be used for future evaluation of programme effects. Project reports that are considered particularly relevant and of good quality can be compiled and published.

7.5.2 Annual reporting

The programme implementer is expected to submit outcome based reports on an annual basis. The reporting requirements of the programme also include, as mentioned above, summarizing the experiences made on a country basis.

8. PROFILE OF THE SUPPLIER AND REQUIREMENTS FOR PERSONNEL

8.1 Implementing partners

To achieve good anchoring and good quality of the programme, it is desirable that the programme implementer will represent of a broad spectrum of partners with comprehensive knowledge in renewable energy investment models and financing tools for renewable energy. Furthermore, the implementing partner should have solid competence and experience in normative issues related to the subject. Alongside this, in order to secure local ownership and in-depth contextual knowledge, the implementer should ensure that the programme content and programme implementation is based on local, national and regional expertise and experiences and therefore, to the extent possible, include national and regional actors as implementers. As the programme will have a strong focus on institutional prerequisites for investments in renewable energy the implementing partners should be able to highlight the role related to exercise of public authority by governmental bodies working with services at societal level in regard to energy and public management e.g transparency, predictability and non-discrimination.

The composition of the implementing partners must indicate that the programme implementer has competence in all areas that are central to sustainable energy systems, renewable energy and renewable energy financing as laid out in the assignment and further emphasized above. Moreover, it is imperative that the programme implementer has the competence to relate these focus areas to the cross-cutting perspectives of poverty, human rights (including gender equality),

environmental and conflict on both programmatic and a practical level of the programme. The competency requirement list attached to the assignment description is the basis for assessing the strengths and weaknesses of programme implementers. When evaluating programme proposals, it is the consortium's combined competencies that will be assessed.

The capacity development programme should reflect the Swedish development cooperation's values on gender equality, so the programme implementer is expected to strive for a gender balance in the staff that will lead and implement the programme.