

**SADC DIRECTORATE OF INFRASTRUCTURE AND  
ENERGY**

**SOUTHERN AFRICAN DEVELOPMENT  
COMMUNITY**

**PROJECT DOCUMENT  
FOR**

**SADC PROJECT AAA.5.17 EXTENSION PROPOSAL**

**PHASE III**

**Consolidation of an Innovative Approach to Capacity  
Building in the SADC Rural Energy Sector**

**TRAINING PROGRAMME ON RURAL ENERGY  
PLANNING AND ENVIRONMENTAL MANAGEMENT**

**PRETORIA  
JUNE 2003**

## TABLE OF CONTENTS

1.	Background.....	3
1.2	History.....	3
1.3	Phase I.....	3
1.4	Phase II.....	4
1.5	Phase III.....	5
2.	Justification for Phase III.....	5
3.	Programme Objectives and Project Framework.....	6
3.1	Project objectives.....	6
3.1.1	Phase I.....	6
3.1.2	Phase II.....	6
3.1.3	Phase III.....	6
3.2	Conceptual Framework.....	9
4.	Outputs of Phase III.....	14
4.1	Overall outputs.....	14
4.2	Specific Outputs.....	16
	4.2.1 ESAMI Outputs.....	16
	4.2.2 MEETI Outputs.....	16
	4.2.3 MANANGA Outputs.....	16
	4.2.5 SADC Directorate of Infrastructure and Services/Energy Division Outputs.....	17
5.	Project Monitoring and Evaluation.....	17
6.	Activities and Resources.....	18
7.	Assumptions and Risks.....	18
	Activities to Outputs.....	18
	Outputs to Purpose.....	19
8.	Project Management.....	19
8.1	Steering Committee - Programme Policy Management.....	19
8.2	SADC - Term of Reference.....	19
8.3	ESAMI - Terms of Reference.....	19
8.4	MEETI-Terms of Reference.....	21
8.5	MANANGA Centre -Terms of Reference.....	22
8.6	Eduardo Mondlane University Terms of Reference.....	22
8.7	National Institutions Terms of Reference.....	23
8.8	East African Institute Terms of Reference.....	24
8.9	SADC Directorate of Infrastructure & Services and ECP.....	25
8.10	SADC Member State's contribution.....	25

### List of Figures

Figure 1: Course Delivery Model.....	14
--------------------------------------	----

### List of Tables

Table 1: Provisional List for Round 3 in Country Training for Phase III.....	13
Table 2: Summary of Total Participants for Phase III.....	15

**SADC PROJECT AAA.5.17  
EXTENSION PROPOSAL PHASE III**

**Consolidation of an Innovative Approach to Capacity  
Building in the SADC Rural Energy Sector**

## **1. Background**

### **1.2 History**

The SADC Training Programme on Rural Energy Planning and Environmental Management (SADC Project AAA.5.17) was started in 1994 to build capacity in SADC Region in rural energy planning and environmental management. The project began as a technical and capacity assistance from the Dutch Government on the request of SADC-TAU of the energy sector Luanda Angola.

The first phase of the programme, was implemented and completed (1994-1996) by the Dutch Government in collaboration with: SADC Technical Unit of the Energy Commission in Luanda (SADCTAU); The Eastern and Southern Africa Management Institute in Arusha Tanzania (ESAMI) in the "management role"; and University of Twente, Technology Development Group (VOK/TDG) Twente, The Netherlands, in the role of "advisor".

The programme was designed to address the general structural problems of lack of expertise, skills, capacity building, in areas of rural energy planning and environmental management which is hindering the improved management of rural energy systems in the SADC region on a sustainable basis.

The programme's major objective was to contribute in rural energy planning and environmental management skills, expertise development in human resource and institutional capacity development in SADC region. Based on jointly identified needs in SADC region the partners agreed that implementing and planning of project activities, in rural energy planning, will be integrated with issues of effective environmental management, and taking into consideration issues about environmental consequences of the project.

Both in Phase I (1994-7) and II (2000-2003) of the programme, several hundreds of energy policy planners, decision makers, educators, advisers and researchers from government, non-governmental organizations and private sector were expected to participate and benefit from the programme training courses to meet energy needs in the SADC region.

### **1.3 Phase I**

The Phase I of the programme was implemented as collaboration between the Eastern and Southern African Management Institute (ESAMI) Arusha Tanzania and the University of Twente, Technology Development Group (TDG), Enschede, The Netherlands. In this phase TDG provided ESAMI with technical advice and transfer

of expertise in training, curriculum development, training materials development and project institutional support. The support enabled ESAMI to build the programme content and institutional capacity that was required to develop, implement and institutionalise the programme in SADC region. The programme implementation framework included involving and collaborating with SADC Energy Contact Point Officials (ECPs) and was seen as a process of building ownership in rural energy planning and management in the programme in SADC region. In collaboration with TDG and SADC training institutes, ESAMI developed and implemented a total of 30 courses plus some seminars in this phase (see the Programme Document). Phase I of the programme ended in 1997.

The programme midterm review and final programme evaluations in 1997, recommended that the programme should be extended and implemented in the SADC region for an additional period of three years. The Netherlands Government agreed with this recommendation, and approved Phase II of the project for the period of 2000 to 2003

#### **1.4 Phase II**

The Phase II of the programme started in June 2000. In this phase the programme implementation framework was expanded beyond ESAMI to include more SADC region training institutes – MEETI of South Africa and Mananga Centre, Swaziland. The programme remained a project of SADC Energy Commission Technical Unit (SADC-TU) Luanda, which was required as in Phase II to fulfil a monitoring and “liaison” role between ESAMI, MEETI, Mananga Centre and the SADC Energy Contact Point officials

As in Phase I, the programme was monitored through a Project Steering Committee in which all the programme partners were represented. In Phase II (unlike in Phase I), in agreement with the programme partners, DGIS signed a contract with ESAMI as the principal programme-managing institute. As agreed, ESAMI then signed separate subcontracts with MEETI and Mananga Centre. All three institutes had full autonomy in implementing their own course programmes (see the Programme Document)

In the contract with DGIS, ESAMI was required to produce and report to DGIS (financial and progress reports) on behalf of MEETI and Mananga Centre. All parties signed a Memorandum of Understanding. The role of the SADC-TAU included programme quality control, consultation and the monitoring process in collaboration with the ECPs, while ESAMI, Mananga Centre, and MEETI were required in Phase II to implement a total of 22 course programmes and 3 seminars in the SADC region, individually and collectively (see the Programme Document).

During this period there were changes as regards SADC-TAU, which was then officially referred to as SADC Technical Unit (SADC-TU) under the Energy Commission. However, the Directorate of Infrastructure and Services has absorbed the Energy Commission, following the rationalisation and restructuring of SADC, and based in Gaborone, Botswana. The old system of Sector Coordinating Units and Commissions was phased out and replaced by Directorates similar to those of the European Commission. This change means that the project will now be coordinated from Gaborone, Botswana by the Directorate of Infrastructure and Services.

## **1.5 Phase III**

The programme midterm review for Phase II was carried out in June 2002. SADC-TU then requested that the programme be extended for the third and final phase. This would enable continuity in the implementation of the project when the second phase comes to an end in 2003, in particular the fulfilment of the outputs as envisaged in Phase II. There was general acceptance by SADC-TU, the Energy Contact points, the implementing institutions and DGIS that an extension of the project is needed to consolidate the progress and gains made in Phase II and I. In addition, the success of Phase I and II was considered the best practice, which could be extended to other parts of Africa during Phase III. This is in line with the New Partnership for Development initiative (NEPAD) aimed at Africa's economic recovery and poverty reduction. The project is also expected to play a significant role towards combating HIV Aids in Africa through the dissemination of information on rural energy. The present report is therefore a project proposal on the extension of the third phase.

## **2. Justification for Phase III**

The justification for Phase III include:

- Decentralised training to support ownership by each member state. National institutions will be identified which will work with cooperating partners in the implementation of Phase III. Thus expanding the number of service provider in energy training within SADC.
- Not to create gaps in the continuity of training momentum. Phase II will be completed in 2003. Approval of Phase III will ensure continuity in training up to 2007.
- To work towards sustainability of the implementing institutions. The training materials will be available in electronic form and training method simplified. This will enable collaborating partners and national institutions to continue with training beyond Phase III.
- Less expensive delivery models means greater sustainability. Similarly availability of the training materials in electronic form enables easier reproduction and distribution.
- Less travelling costs. Collaborating partners and national institution will enable easier access to training at local and regional level.
- To increase spread of participation in training by creating beyond a critical mass of high level government officials, policy makers and operatives.
- To test case for greater involvement of the private sector. The private sector participation is crucial for the provision of energy in the region. Greater marketing and involvement of the private sector will be a priority during Phase III.

- To validate new training materials and training. The present courses need to be strengthened by the development of new modules and courses, which have emerged since the beginning of Phase I.
- To support implementation of information and communication technology assisted training methods in the region and in the implementing institutions.
- To extend the rural energy planning program to East African Countries.

### **3. Programme Objectives and Project Framework**

#### **3.1 Project objectives**

The overall purpose of the Training Programme on Rural Energy Planning and Environmental Management has been sustainable capacity building in rural energy planning and environmental management in long term and sustainable basis within the SADC region.

##### 3.1.1 Phase I

Specific outputs (short term objectives) for this phase were:

1. To stimulate and consolidate significantly to human resources development for rural energy and environmental management.
2. To develop a training programme (core curriculum) that will contribute to building professional competence in energy issues in the SADC region.
3. To conduct rural energy planning and environmental management courses in the region on a sustainable basis.

##### 3.1.2 Phase II

The main justification and extension of the programme in this phase was:

1. To institutionalise outputs of Phase I in the SADC regional energy policy at national and rural levels.
2. To strengthen rural energy and environmental planning/management capacity at national and rural levels.
3. To strengthen "ownership building" of the programme and better collaboration with Energy Contact Points in the SADC region.
4. To strengthen long term sustainability and self-financing of the programme in SADC region

##### 3.1.3 Phase III

The short-term objectives of Phase III are to consolidate and expand the gains made in Phase I and II as follows:

1. *Human resources development for rural energy and environmental management.*

Phase III will increase the overall number of personnel trained and will achieve greater regional, gender and sector balance. A total of about 700 and about 300 participants were trained during Phase I and II. The overall total of trained personnel in energy matters was felt to be significantly low to be able to meet the needs of the region. Additional training is needed to reach the critical mass for trained personnel in energy matters. In addition there are wide disparities in the distribution of trained staff by country, gender balance and sub sectors. For example 54 participants have been trained from Tanzania compared to 1 trained from Namibia under Phase II. Similarly, the majority of the trained personnel are from Government, some from the NGOs and very few from the private sector. Phase III will increase the overall number of personnel trained as well as aim to achieve a regional, gender and sector balance. Member countries should fulfil 60% of their quota, 40% participants will be female and at least 20% of the participants will be from the private sector.

2. *To develop a training programme (core curriculum) that will contribute to building professional competence in energy issues in the SADC region.*  
Phase III will focus on updating and consolidation of the existing training materials and inclusion of new information in energy planning and environmental management. Where appropriate electronic version of the materials will be developed. Bringing the training material up to date is essential for the quality training materials as well as proper utilization of these by national and local institutions. In addition, new areas of knowledge and skills in the rural energy sector have emerged in the last ten years. Thus additional courses should be identified, developed and be integrated during this phase. Further more it was felt that all training materials should be translated and be available in Portuguese the other official language of SADC. Technological advances in training delivery, storage and retrieval also makes it imperative that the training materials be available in electronic form.

3. *To institutionalise outputs of Phase I and II in the SADC regional energy policy at national and rural levels.*  
Phase III will include two policy makers' seminars addressing the current issues in energy policy making. The seminars will target mid to senior policy staff in regional governments and stakeholder groups. The two policy-making seminars organised in Phase II confirmed insufficient capacities for policy making in the region, not only amongst government officials but also amongst stakeholders.

In view of the changes in the SADC structures and operation, Ministers' seminar should be reconsidered in the new format.

Thus 2 Policy Makers Seminars and 2 Ministers' Seminars will be conducted during Phase III. These top-level seminars will be conducted to sensitise energy ministers and senior officials including Permanent/Principal Secretaries, Directors and Commissioners, responsible for rural development, local government, agriculture, environment, and power utilities.

4. *To strengthen rural energy and environmental planning/management capacity at national and rural levels.*  
Phase III will aim at broadening the base of participating institutions and ownership of the project, the new model of electronic format delivery will enable this.

MEETI and Mananga Centre joined ESAMI in the implementation of Phase II. However participation of national institutions was considered essential for sustainability of the programme. ESAMI, MEETI and Mananga Centre will work closely with national institutions during Phase III in the implementation of their courses to expand the base of participating institutions and ownership of the project.

5. *To strengthen "ownership building" of the programme and better collaboration with Energy Contact Points in the SADC region.*

Phase III will maintain and enhance the project management momentum gained in the previous phases. Ownership building of the project must include new structural and institutional changes taking place within SADC. Further development of Portuguese training will enhance ownership in the Portuguese speaking countries.

In addition to the wider participation and stakeholder involvement, structural changes to the management of SADC as an institution are currently being implemented with wider implications on the role of Energy Contact Points and certainly the sustainability of the Rural Energy planning and environmental management project. The balance between a more centralised SADC structures and the participation of member states and their respective constituencies needs clarification and stabilisation if REPEM is to be sustainable. The implementation of Phase III is therefore essential to retain institutional memory, and maintain project management momentum in this transitional phase. Ownership building of the project must therefore include these new structural and institutional changes taking place at SADC. Ownership of the programme in the Portuguese speaking countries will be enhanced by the translation of additional courses and by engaging an institution from these countries.

It is proposed that funds be set-aside for Project Steering Committee Meetings and ownership building reflecting the structural changes in SADC; and the translation of the training materials into Portuguese.

6. *To strengthen long term sustainability and self-financing of the programme in SADC region*

Phase III would aim at the greater involvement of national training institutions thus reducing travel and accommodation costs and enabling the courses to be available at affordable and sustainable level.

ESAMI, MEETI and Mananga Centre have been strengthening by their involvement in the Rural Energy Planning and Environmental Management project. This has enabled them develop and explore new markets and products which will directly and indirectly have a bearing on the REPEM activities.



This strengthening will continue in Phase III and in particular the widening of the involvement of the private sector will be important for sustainability. In addition the devolution of the training to local and national institutions will reduce travel and other costs enabling the courses to be available at affordable and sustainable level.

7. *To extend the Rural Energy Planning Program to east African Countries.*  
The success of the REPEM project in Phases I and II was considered a best practice in the project implementation. The inclusion of east African countries during Phase III is therefore expected to create a platform for the future replication of the project in other parts of Africa.
8. *To contribute to the aims of NEPAD by building linkages to the NEPAD initiatives especially in rural energy development policies and project.*  
The New Partnership for Development of Africa aims for the economic recovery of Africa and the reduction of poverty on the African continent. The REPEM project will contribute to this aim by addressing rural energy issues especially building capacity in this sector.

9. *To link the project objectives to combating HIV/AIDS in Africa.*  
The UNAIDS estimates that in 2002 about 3.5 million people are in infected with HIV/AIDS in Sub Saharan Africa. About 30 million are estimated to be living with HIV/AIDS. This has wider implication on the development of Africa including provision of energy. The REPEM project is seen as energy needs in east and southern Africa as well support for combating HIV/AIDS.

10. *To build linkages in the area of capacity building and technology development in the energy sector.*  
A number of international and regional initiatives with similar objectives such as FINNESSE (ADB), UNDP, AFRIE (World Bank, World Global Village etc are taking place on the African continent. This project will maximise synergies with these during Phase III.

### **3.2 Conceptual Framework**

Phase III can be described as consolidation of the innovative SADC REPEM approach to capacity building in the SADC Rural energy Sector. The steps to take to fulfil the above objectives are summarised in Figure 1. This include the following:

1. Delivery of the current courses as in Phase II by the implementing institutions (ESAMI, MEETI and Mananga Centre). Two training rounds are envisaged. Round 1 will follow the traditional approach to course delivery. Round 2 will be for piloting the electronic materials. In country training Round 3 will be fully electronic. Efforts should be made to maintain regional, gender and sector balance.
2. We envisage the participating institutions, as information resource centres which will facilitate the application of the electronic media by providing access to technology, expertise and workshops for those pursuing individual

studies. The training material is envisaged to be on CD-ROM with accompanying workbooks and associated activities.

3. Identification, development and delivery of new modules and/or courses in rural energy planning. These new modules were identified during the implementation, consultation and participants training needs in Phases I and II. They further reflect knowledge and skills gap which have arisen among the beneficiaries since the beginning of the projects. These include:
  - i. Climatic Change and Rural Energy Planning
  - ii. Geo-information Systems and Biomass Energy Planning
  - iii. Poverty, Gender and Rural Energy
  - iv. HIV/AIDS and Rural Energy Planning
  - v. Energy Balance and Efficiency
  - vi. Information Technology and Communication in the Energy Sector
  - vii. Reform, Deregulation and Privatisation of the Energy Sector

The modules (i-vi) will be integrated into existing courses. Module (vii) will be treated as new stand-alone course. This is further elaborated in section 4.1 below.

4. Capacity building of implementing institutions (ESAMI, MEETI and Mananga Centre) in the preparation, conversion, management and delivery of electronic version of the training materials. It is further proposed that Eduardo Mondlane University (EMU) of Mozambique be included as an implementing institution to deal with training in Portuguese of selected courses during Phase III.
5. Conversion of the training materials into an electronic format. This includes use of the electronic version, workbooks, checkpoints, case studies, proper layout, testing the materials for delivery etc. A training specialist in energy and environment will undertake this. Twenty man-days for conversions of each course are budgeted for.
6. Identification of national and local institutions to deliver the energy courses. An appropriate framework of how these institutions will work ESAMI, MEETI and Mananga Centre will be defined.
7. Conversion of the training materials into Portuguese. Each partner institution (ESAMI, MEETI, and Mananga Centre) will be responsible for the translation of its courses.
8. In country implementation of the courses using the electronic version training materials (Round three training for the implementing institutions) and
9. Validation of the training materials and evaluation
10. Extension of the project to cover east African Countries. It is envisaged that a training of trainers course-integrating issues in biomass technologies and

project planning be conducted for East Africa. The delivery of these courses will largely be on traditional methods.

The implementation model:

- The Phase II approach to be maintained with ESAMI as the main contractor to DGIS.
- ESAMI to undertake the same courses, as in Phase II including developing new modules were necessary and convert the material to electronic format ESAMI will also develop a new course on Reform, Deregulation and Privatisation of the Energy Sector.
- Mananga to be sub-contracted by ESAMI and undertake the same courses as in Phase II including developing new modules were necessary and convert the material to electronic format.
- MEETI to be sub-contracted by ESAMI and undertake the same courses as in Phase II including developing new modules were necessary and converts the material to electronic format.
- Eduardo Mondlane University to be sub-contracted by ESAMI, to implement the 3 courses converted into Portuguese.
- An east African Institution to be contracted by ESAMI to implement in collaboration with Mananga and MEETI three Training of Trainer's courses.
- Electronic version training materials to be used in round 2 of the training and the expansion and consolidation targeted at national implementing institutions.
- The in country training using the electronic version will be conducted in collaboration with various national institutions. A provisional list of national institutions and the programs they will be conducting is shown in Table 1. However the final selection criteria for national institutions will include the following:
  - Good training and administration infrastructure
  - Training facilities and equipment
  - Have energy and environment experts on their staff
  - Audited accounts and
  - Willingness to participate in the regional program
- The Training of Trainers course being conducted by MEETI will remain a regional course conducted at MEETI through the three rounds. The electronic version round of training will include mainly trainers from national institutions.
- Mauritius and Seychelles are combined into one national training program (Round 3)
- Angola and Mozambique will benefit directly from the course being organised by Eduardo Mondlane University. There is however no electronic format for these courses.
- SADC Directorate of Infrastructure and Services/Energy Divisions will monitor progress and arrange for evaluations.



Table 1: Provisional List for Round 3 in Country Training for Phase III

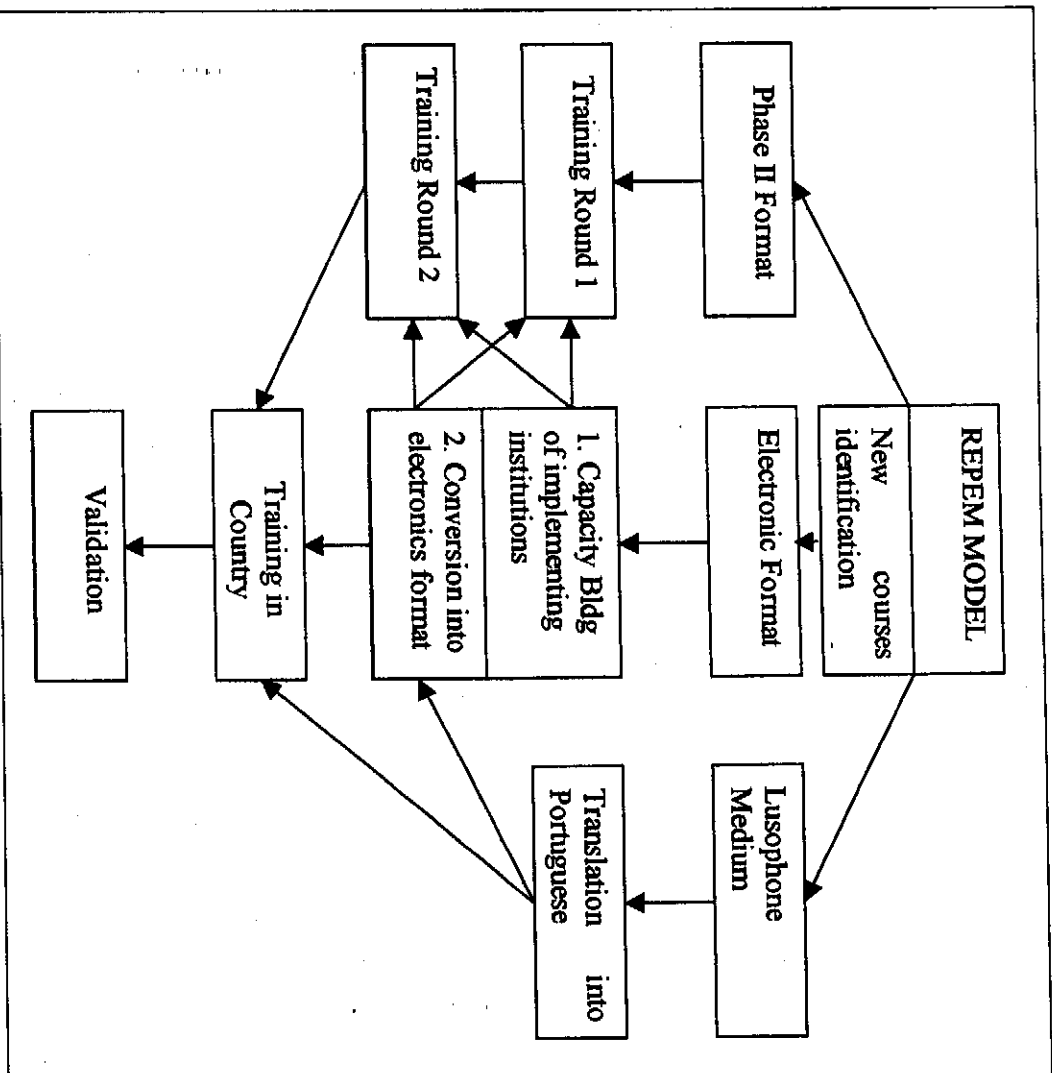
Member Country	ESAMI					MEETI			MANANGA			EMU		EAI	
	REPEM	REPEM	SWT	ETA	RDP	CPM	DSMA	TOT	SAF	GAEP	BET	ETA	DSMA	BET	TOT
Botswana															
Lesotho															
Malawi															
Natural Resources College															
University of Mauritius															
Namibia															
University of Namibia															
South Africa															
University of Fort Hare															
Swaziland															
University of Tech															
CARMATEC															
Tanzania															
Zambia															
UNZA															
Zimbabwe															
SIRDCC															
Angola/Mozambique															
EMU															
East Africa															
To be confirmed															

Distribution of Courses based on previous contact with member countries and balancing participation

Key:

REPEM	Rural Energy Planning and Environmental Management
REPEM	Rural Energy Project Planning and Environmental Management
SWT	Solar and Wind Technologies
ETA	Energy Technology Assessment
RDP	Reform Deregulation and Privatisation
CPM	Communication Planning and Mass Awareness
DSMA	Data Survey methods and application
TOT	Training of Trainers- regional Course to be held at MEETI
SAF	Social Agro forestry
GAEP	Gender Analysis and Energy Planning
BET	Biomass Technologies Course

Figure 1: Course Delivery Model



## 4. Outputs of Phase III

### 4.1 Overall outputs

The overall outputs for Phase III are:

1. *Updating the training materials for courses under phase 2*
  - i. Senior energy policy makers seminars;
  - ii. Energy Ministers Seminar
  - iii. Rural Energy Project Planning and Environmental Management
  - iv. Energy Project Planning and Environmental Management
  - v. Energy Technology Assessment course. A new module on *Climate Change and Rural Energy Planning* will be developed and integrated into this course
  - vi. Solar and Wind Technology Course
  - vii. Biomass Energy Technology. A new module on *Geo-information Systems and Biomass Energy Planning* will be developed and integrated into this course
  - viii. Social Agro-Forestry

- ix. Communication Planning and Mass Awareness Education. A new module on *Information Technology and Communication* will be developed and integrated into this course.
- x. Gender Analysis in Energy Planning and Environment a new module on *Poverty, HIV/AIDS and Rural Energy Planning* will be developed and integrated into this course.
- xi. Data Survey Methods and Application for Energy and Environment A new module on *Energy Balance and Efficiencies* will be developed and integrated into this course.
- xii. Training of Trainers Course
- xiii. Training of Trainers Course for East Africa

2. *Development of training materials for new courses in rural energy planning.*  
In addition to the new modules which will be developed and integrated as outlined above a new course will developed on *Reform, Deregulation and Privatisation of the energy Sector.*

3. *Capacity to develop and deliver training using the electronic format built in the implementing institutions.*

This will be in the form of equipment, resource person, training of staff and conversion of training materials for the participating institutions ESAMI, Mananga Centre, MEETI and EMU.

- i. IT equipment (computers, projectors, screens etc supplied)
- ii. Resource persons and support staff trained
- iii. Conversion of the above courses into electronic format (CD-Roms, Websites)

National institutions will attend the ToT be offered by MEETI.

4. *Translation and delivery of the three selected courses in Portuguese*

- i. Energy Technology Assessment Course.
- ii. Data survey Methods and Application Course and
- iii. Biomass Technologies Course

5. *The total number of Participants trained in Phase III*

Table 2: Summary of Total Participants for Phase III

Level of Support	ESAMI				MEETI				MANANGA				EMU		EIA
	REPEM	REPEEM	SWT	ETA	RDP	CPM	DSMA	ToT	SAF	GAEP	BET	ETA	DSMA	BET	TOT
Fully Funded	10	10	10	10	10	10	10	10	10	10	10	10	10	10	45
Partial	30	30	30	30	30	30	30	30	30	30	30	30	30	30	0
Total	40	40	40	40	40	40	40	40	40	40	40	40	40	40	45

i.	Total from Courses	=	605
ii.	Senior energy Policy makers	=	(20)
iii.	Energy Ministers	=	(20)
iv.	Grand Total	=	645

## **4.2 Specific Outputs**

Specific project outputs are categorised according to the implementing institutions.

### **4.2.1 ESAMI Outputs**

- ESAMI outputs shall include but not restricted to the management, co-ordination, updating training materials or delivery of fifteen courses and two seminars in collaboration with national training institutions listed below over a period of 3 years:
- i. 2 x 1-day Seminars for SADC Energy Ministers.
  - ii. 3x 3-week Rural Energy Planning and Stakeholder courses (one of which will be in country)
  - iii. 3 x 3-week Rural Energy Project Planning and Environmental Management, (one of which will be in country)
  - iv. 3 x 3-week Solar and Wind Energy Technologies (one of which will be in country)
  - v. 3 x 3-week Energy Technology Assessment (one of which will be in country).
  - vi. 3 x 2 weeks new course on Reform Deregulation and Privatisation of the Energy Sector (one of which shall be in country)
  - vii. 1 x 4 week Training of Trainers course for East Africa to be delivered in collaboration with Mananga and MEEETI.

### **4.2.2 MEEETI Outputs**

- MEEETI outputs shall include but not restricted to the management, co-ordination, updating training materials or delivery, in collaboration with other national institutions, of the 9 courses and two seminars listed below over a period of 3 years.
- i. 2 x 3 days Senior Policy Makers Seminars
  - ii. 3 x 3-week Communication Planning and Mass Awareness Education (one of which will be in country).
  - iii. 3 x 2-week Data Survey Methods and Application for Energy and Environment (one of which will be in country). This course includes a new module on Energy Balance and Efficiency.
  - iv. 3 x 3-week Training of Trainers Course (all to be held at MEEETI)

### **4.2.3 MANNANGA Outputs**

- Mananga outputs shall include but not restricted to management, co-ordination, updating or delivery in collaboration with other national institutions of 9 courses listed below over a period of 3 years
- i. 3 x 2-weeks Social Agro-forestry (one of which will be in country)
  - ii. 3 x 2-weeks Gender Analysis in Energy Planning and Environment (one of which will be in country) This course includes a new module on, Poverty, HIV/AIDS and energy Planning.
  - iii. 3 x 3-week Biomass Technology Assessment (one of which will be in country)

### **4.2.4 Eduardo Mondlane University Outputs**

- Eduardo Mondlane University outputs shall include but not restricted to the translation of a course into Portuguese management, co-ordination updating and delivery of 3 courses listed below.
- i. 1 x 3-week Energy Technology Assessment course.
  - ii. 1 x 3-week Data survey methods and applications course.
  - iii. 1 x 3-week Biomass energy technology assessment course.



- 4.2.5 SADC Directorate of Infrastructure and Services/Energy Division Outputs  
SADC Directorate of Infrastructure and Services' out puts shall include but not restricted to management, coordination, monitoring and evaluation of the programme.
- i. Mid term report
  - ii. Evaluation report
  - iii. Reporting to SADC Council

4.2.6 East African institution  
A local institution from East Africa will be identified as a partner institution. Its output will be the management and delivery of the 3 Training of Trainers course over a three-year period. The Training of Trainers Course will be delivered in collaboration with ESAMI, Mananga and MEETT as the course will include modules on Biomass Technologies and Energy Project planning. The course will be of 4 weeks duration.

#### 4.2.7 Contribution of the Outputs

Through the energy policy makers' seminars, regional policy initiatives will be addressed. These regional policy initiatives will reflect the changing climate for energy policy, which is now being driven by environmental concerns and attempts to define stakeholders as energy services are deregulated rather than by issues of supply security.

Through regional training opportunity, energy and environmental professional and other government officials can rapidly diffuse models of good practice throughout the region

Through training of trainers and in country training, the programme will facilitate national capacity building, to increase implementation capacity of local government officials, NGOs and private sector personnel.

## 5. **Project Monitoring and Evaluation**

The project will be monitored at the following levels

- (a) Institutional level: The implementing institutions will provide end of course reports to ESAMI detailing the course evaluations and progress on the implementation of their overall programs.
- (b) ESAMI will prepare six monthly reports to submit to SADC-Directorate of Infrastructure and Services-Energy Division and DGIS detailing physical progress and financial status.
- (c) Project steering Committee Meetings are scheduled twice a year to review progress on the program
- (d) DGIS in consultation with SADC -Directorate of Infrastructure and Services-Energy Division will arrange for an independent mid term Review half-way in the implementation of this phase.
- (e) End of Project Evaluation. DGIS will arrange for an end of project Evaluation

## 6. Activities and Resources

Funding support for Phase III will be on a reducing subsidy over the three-year period as follows.

Level of Support to Participants	Round 1	Round 2	Round 3
	Tuition fees	Tuition fees	Tuition Fees
	Accommodation	Accommodation	Accommodation
Air Travel			X
No of Participants per course	10 15*	15 15*	15 15*

\* East African participants will be full funded

Partner Institutions will be provided with following equipment in support of national training (Phase III) in electronic format:

- 1 laptop computer with CD writer and software
- LCD projector

The budget for these items is included in the budgets of partner institutions.

The full budget for Phase III is in the Annex.

## 7. Assumptions and Risks

### 7.1 Activities to Outputs

- DGIS is prepared to support the Phase III of the project
- Support and contribution from member states is available.
- The implementing institutions, ESAMI, MEETI and Mananga Centre have the capacity to meet the expanded programme of Phase III.
- Technical expertise to develop new courses exists within the region.
- Changes in the structure of SADC and SADC-TU's new role will not significantly affect the implementation of Phase III.
- The implementing institutions develop an appropriate strategy for in country marketing delivery and training
- Local in country institutions exist which are willing to cooperate with the implementing institutions
- Member states and especially ECP will assist in the marketing and promotion of the courses.
- Translators into Portuguese are available at economic rates within the region
- A local institution will be identified for East Africa.

## **7.2 Outputs to Purpose**

- Participants will implement new skills within their organization and communities
- Participants will remain working in the energy sector within the region.
- ESAMI, MEEETL, Mananga Centre and national institutions will continue to conduct courses in the energy sector
- Energy courses and the training materials are updated regularly and remain relevant to the region.
- Member states will develop appropriate and supportive energy policies and other policies in general
- Regional integration and political stability in the region is strengthened.
- Private sector involvement and demand for energy courses is self financing
- The impact of training will ameliorate energy problems in the region.

## **8. Project Management**

### **8.1 Steering Committee - Programme Policy Management**

The Project Steering Committee will consist of the following:

Chair person: SADC- Directorate for Infrastructure and Services

Members: Two representatives each from ESAMI, and one from representative from MEEETL, MANANGA, and an East African institute.

Terms of Reference of Steering Committee:

- (a) The steering committee will be responsible for the overall management of the programme setting policy, focus, priorities, and directives in financial management, monitoring, quality control and accountability.
- (b) To produce annual performance report for the Energy Officials/Ministers meeting and the donor
- (c) To advice on the mid-term review evaluation mission.
- (d) To approve national institutions selected to implement national programs based on their expertise.
- (e) To decide on the policy seminar topics, venue and resource persons for the seminars
- (f) Meetings will be held twice each year

### **8.2 SADC Term of Reference**

- (a) Have overall governance and ownership of the project
- (b) Provide regional policy direction
- (c) Chair all project steering committee meetings
- (d) Report on the progress of the project to integrated committee of Ministers and SADC council
- (e) General monitoring of the project

### **8.3 ESAMI - Terms of Reference**

- (a) Reports directly to SADC Directorate of Infrastructure and Services and DGIS
- (b) Shall be the main contractor to DGIS

- (c) Shall sub-contract MEEITL, Mananga, Eduardo Mondlane University, an east African Institute and we applicable selected national institutions for delivery of courses
- (d) ESAMI shall collaboration with partner institutions (Mananga MEEITL etc) to select national institutions for delivery of courses.
- (e) Authorise payment to the delivering institutions by the donor on behalf of SADC.
- (f) Prepare the agenda for the meeting on behalf of SADC in consultation with members of Steering Committee
- (g) Prepare six-monthly progress report for the Steering Committee and donors, in collaboration leading institutions on behalf of SADC.
- (h) Shall have management, delivery or co-ordinate regional courses.
- (i) Shall develop, organise and deliver, in collaboration with national institutions where necessary, the following courses:
  - Energy Ministers Seminar
  - Energy Project Planning and Environmental Management
  - Rural Energy Planning and Environmental Management
  - Solar and Wind Energy Technologies.
  - Energy Technology Assessment including a new module on Climate Change and Rural Energy Planning
  - A new course on Reform Deregulation and Privatisation in the Energy Sector.
  - Training of Trainers courses for east Africa
- (j) Shall review curriculum, case studies and training manuals to suit the region and target group
- (k) Shall establish, expand and update resource persons database and share it with other institutions
- (l) Shall ensure the use of regional resource persons with necessary skill and experience of the region whenever possible
- (m) Shall draw the contractual arrangements with resources people from within the region including:
  - pre-paid return tickets from duty station to the venue of the course,
  - a fixed fee per working day based on qualification and experience but not exceeding US\$ 400
  - daily subsistence allowance according to UN rates
- (n) Resource person obligations shall include:
  - conduct training session(s) as scheduled,
  - deliver a text as contribution to the course manual
- (o) Shall ensure training of resource persons through training of trainers course to harmonise course delivery
- (p) Shall be responsible for the marketing of the courses and the recruitment of participants through their regional offices and use of ECP
- (q) Shall collaborate with national institutions in the development, organisation and delivery of joint courses
- (r) Shall establish network with national institutions and collaborate with Energy Contact Points in the identification of course participants.
- (s) Shall sub-contract national institutions for delivery of some of the courses
- (t) Shall continue building Documentation Centre by expanding documents on energy and environment and make available to other institutions

- (u) Shall establish electronic network for exchange of information and marketing of courses (such as e-mail, internet, web-site etc..)
- (v) Shall insure the follow-up of participants at their place of work and give support whenever required
- (w) Shall appoint Project Focal Point among existing staff with qualification and necessary experience in training and acceptable to SADC and DGIS who will be answerable to ESAMI for the following:
  - serve in project steering committee
  - liaison with delivering institutions for selection of resource persons, contracting resource persons
  - sub-contract delivering institutions

#### **8.4 MEETI-Terms of Reference**

- (a) Shall report directly to ESAMI
- (b) Shall manage, co-ordinate or deliver training of trainers, in collaboration with national institutions, the following courses:
  - Senior Policy Makers
  - Communication Planning and Awareness Education including a new module on Information Technology and Communications for Energy Sector
  - Data Survey Methods and Application for Energy and Environment including a new module on Energy Balance and Efficiency
  - Trainers of Trainers
- (c) Shall review curriculum, case studies and training manuals
- (d) Shall ensure the use of regional resource persons whenever possible
- (e) Shall collaborate with ESAMI and Maranga in the delivery of the training of trainers' courses for east Africa
- (f) Shall draw the contractual arrangements with resources people from within the region including:
  - pre-paid return tickets from duty station to the venue of the course,
  - a fixed fee per working day based on qualification and experience but not exceeding US\$400.00,
  - daily subsistence allowance according to UN rates
- (g) Resource person obligations shall include:
  - conduct training session(s) as scheduled,
  - deliver a text as contribution to the course manual
- (h) Shall be responsible for marketing the course and recruitment of the participants
- (i) Shall be responsible for selection of participants, in consultation with Energy Contact Points, for the courses offered
- (j) Shall sub-contract national institutions for delivery of courses.
- (k) Shall appoint Project Focal Point among existing staff with qualification and necessary experience in training and acceptable to SADC who will be answerable to MEETI for the following:
  - serve in project management committee
  - liaison with delivering institutions for selection of resource persons, contracting resource persons
  - sub-contract delivering institutions
  - shall provide the steering committee and the donor with Six-Monthly Financial Statements; and Six-Monthly Technical report

## **8.5 MANANGA Centre - Terms of Reference**

- (a) Shall report directly to ESAMI
- (b) Shall manage and co-ordinate or deliver, in collaboration with national institutions, the following courses
  - Biomass Energy Technologies including a new module on Geo-Information Systems for Rural Energy Planning
  - Social Agro-forestry for energy and environment
  - Gender and Energy Planning including a new module on Poverty and Impact of HIV/AIDS on Rural Energy Planning
- (c) Shall review curriculum, case studies and training manuals
- (d) Shall collaborate with ESAMI and MEETI for the delivery of the training of trainers course for east Africa
- (e) Shall ensure the use of regional resource persons whenever possible
- (f) Will draw the contractual arrangements with resources people from within the region including:
  - pre-paid economy class return tickets from duty station to the venue of the course,
  - a fixed fee per working day based on qualification and experience but not exceeding US\$400.00,
  - daily subsistence allowance according to UN rates
- (g) Resource person obligations shall include:
  - conduct training session(s) as scheduled,
  - deliver a text as contribution to the course manual
- (h) Shall be responsible for the marketing of the courses and the recruitment of participants
- (i) Shall establish network with national institutions and collaborate with Energy Contact Points in the selection of course participants. However, delivering institute will have a final say in the selection of the participants
- (j) Shall sub-contract national institutions for delivery of courses.
- (k) Shall appoint Project Focal Point among existing staff with qualification and necessary experience in training and acceptable to SADC who will be answerable to Mananga for the following:
  - serve in project management committee
  - liaison with delivering institutions for selection of resource persons, contracting resource persons
  - sub-contract delivering institutions
  - will provide the Steering Committee and the donor with Six-Monthly Financial Statements; and Six-Monthly Technical Reports

## **8.6 Eduardo Mondlane University Terms of Reference**

Shall be responsible for preparing, organising and delivering of training national courses, in collaboration and consultation with leading institutions and ECP, including:

- Translation of training materials were relevant
- review the curriculum
- review course programme
- update and adapt existing course manuals

- timely course announcements which specify the target groups for training, the objectives of the training, and a summary of the course content,
  - selection of participants
  - invitation to and administration of participants,
  - organisation of site visits as part of training courses,
  - conducting course sessions according to the course programme,
  - further supporting activities,
  - self evaluation of the courses
- (a) Shall report directly to ESAMI.
- (b) Eduardo Mondlane University shall be responsible for the following courses
- Energy Technology Assessment course
  - Data survey methods and application
  - Biomass Technologies
- (c) Shall establish a network with leading institutions and other national institutions.
- (d) Shall ensure the attendance of at least one of its staff to a training of trainers course
- (e) Shall ensure adequate arrangements and all necessary information for prospective course participants in the following areas:
- facilitate visa arrangements to and from course venue
  - health insurance policy
  - advance information on the course concerned
- (f) Shall ensure availability of all necessary logistics for effective implementation of the training projects, including:
- logistics and facilities for inviting and accommodating course participants
  - production of training materials like course programme, manuals, hand-outs, etc., at least as follows: one copy for each registered course participants, one copy for the Documentation's Centre at ESAMI
  - physical and administrative facilities, as required for the training projects,
  - local transport facilities, including to and nearest international airport
  - certificates of attendance, as applicable, to the participants
  - arrangement for accommodation and provision of local transport for resource persons
- (g) Shall decide on resource persons from local, regional or outside of the region
- (h) Shall appoint among its staff a Project Focal Point to ensure that c), e), f) are fulfilled

### **8.7 National Institutions Terms of Reference**

Shall be responsible for preparing, organising and delivering of training national courses, in collaboration and consultation with leading institutions and ECP, including:

- Review the curriculum
- Review course programme
- Update and adapt existing course manuals
- Timely course announcements which specify the target groups for training, the objectives of the training, and a summary of the course content,
- Selection of participants
- Invitation to and administration of participants,
- Organisation of site visits as part of training courses,

- Conducting course sessions according to the course programme,
  - Further supporting activities,
  - Self evaluation of the courses
- (i) Shall report directly to ESAMI.
- (j) Shall establish a network with leading institutions and other national institutions.
- (k) Shall ensure the attendance of at least one of its staff to a training of trainers course
- (l) Shall ensure adequate arrangements and all necessary information for prospective course participants in the following areas:
- facilitate visa arrangements to and from course venue
  - health insurance policy
  - advance information on the course concerned
- (m) Shall ensure availability of all necessary logistics for effective implementation of the training projects, including:
- logistics and facilities for inviting and accommodating course participants
  - production of training materials like course programme, manuals, hand-outs, etc., at least as follows: one copy for each registered course participants, one copy for the Documentation's Centre at ESAMI
  - physical and administrative facilities, as required for the training projects,
  - local transport facilities, including to and nearest international airport
  - certificates of attendance, as applicable, to the participants
  - arrangement for accommodation and provision of local transport for resource persons
- (n) Shall appoint among its staff a Project Focal Point to ensure that c), e), f) are fulfilled

### **8.8 East African Institute Terms of Reference**

- (a) The east African Institute shall be responsible for the training of trainers course for east Africa including:
- review the curriculum
  - review course programme
  - update and adapt existing course manuals
  - timely course announcements which specify the target groups for training, the objectives of the training, and a summary of the course content,
  - selection of participants
  - invitation to and administration of participants,
  - organisation of site visits as part of training courses,
  - conducting course sessions according to the course programme,
  - further supporting activities,
  - self evaluation of the courses
- (b) Shall report directly to ESAMI.
- (c) Shall establish a network with leading institutions and other national institutions.
- (d) Shall ensure the attendance of at least one of its staff to a training of trainers course
- (e) Shall ensure adequate arrangements and all necessary information for prospective course participants in the following areas:
- facilitate visa arrangements to and from course venue



- health insurance policy
  - advance information on the course concerned
- (f) Shall ensure availability of all necessary logistics for effective implementation of the training projects, including:
- logistics and facilities for inviting and accommodating course participants
  - production of training materials like course programme, manuals, hand-outs, etc., at least as follows: one copy for each registered course participants, one copy for the Documentation's Centre at ESAMI
  - physical and administrative facilities, as required for the training projects,
  - local transport facilities, including to and nearest international airport
  - certificates of attendance, as applicable, to the participants
  - arrangement for accommodation and provision of local transport for resource persons
- (g) Shall decide on resource persons from local, regional or outside of the region
- (h) Shall appoint among its staff a Project Focal Point to ensure that c), e), f) are fulfilled

### **8.9 SADC Directorate of Infrastructure & Services and ECP**

The SADC Directorate of Infrastructure and Services-Energy Division has overall governance and ownership of the project. They represented at national level by Energy contact points (ECP). The ECP work through the SADC National Committees and will:

- a. Provide national linkages and coordination
- b. Involve private sector to the project
- c. Sit on PSC
- d. Assist in the selection of local training institutes
- e. Attend ECP seminar to build commitment to programme
- f. Assist in recruitment of participants
- g. Advise on type and mix of courses

### **8.10 SADC Member State's contribution**

- Infrastructure by implementing institutions
- Resource persons
- Contribute to strategic thinking
  - Types of courses
  - Collaboration with on-going projects/programmes
  - Informing training institutes on such projects
  - Criteria for selection of institutes
- Will contribute to ravel and DSA for participants during the second and third round of Phase III.