Capacity Building Framework for SACREEE towards Regional Energy Efficient Lighting and Appliances (EELA) Transformation

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Regional Consultation and Validation Workshop for the Preparatory Phase of EELA
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Objectives & Approach

Objectives

- The capacity building needs assessment is aimed at the following:
  - To assess SACREEE’s mandate on Energy Efficiency and those of other relevant regional organisations.
  - To assess the capacity needs of SACREEE for the centre to become a centre of excellence for EELA in the SADC region
    - required staff and expertise on Energy Efficient Lighting and Appliances (EELA).
  - to formulate concrete activities that should be carried out in the next EELA phase.

Assessment Approach

- An open-ended questionnaire was developed as a guide for interviewing the staff of SACREEE regarding their capacity needs for the implementation of the Energy Efficient Lighting and Appliances (EELA) Project.
Institutional Positioning of SACREEE is supportive of Effective EELA Implementation

- SACREEE is established by an Inter-Governmental Memorandum as a subsidiary of SADC Secretariat similar to RERA and SAPP.
- As a subsidiary, SACREEE is coordinated by the SADC Secretariat and will be funded by all Member States indicating potential sustainability of the outcomes of the EELA project.
- This positions SACREEE with unique access to key regional bodies like RERA and SAPP which will be very relevant for the EELA project regarding regulation and utility EE/DSM information.
- This also gives SACREEE access to SADC Energy Ministers/ Energy Directorates who play key role in EELA market transformation.
- EELA’s objectives are clearly aligned with SACREEE’s mandate of improving modern energy access and energy security and would therefore be assisting the SADC member states reach their national and regional objectives e.g. phasing out of incandescent bulbs.

SACREEE is hosted by the Ministry of Mines and Energy of the Government of Namibia pending the Host Country Agreement and coming into force of the Inter-Governmental Memorandum of Agreement.
SACREEE Governance Structure integrates it well with key national stakeholders for effective ELLA project implementation.

- Key decision makers regarding energy policies in the SADC Member States form the **Steering Committee** of SACREEE (and EELA Project) and will ultimately form the Board of Directors and thus making the EELA project well integrated into the decision making process of the region. These are Director-level representation from the Ministries of Energy.
- The activities of SACREEE are implemented at national level in cooperation with **National Focal Institutions** (NFIs), nominated by the Member State ministries responsible for energy as the main contact point, coordinating, providing oversight and monitoring all SACREEE activities including EELA. This makes SACREEE well positioned for effective stakeholder interactions and coordination at the national level during EELA implementation as well as affording the project access to data/information.
- SACREEE’s governance also provides for a **Technical Committee (TC)** which has a monitoring, review and technical advice functions on behalf of the Board. The TC composition will include experts representing the Member States, SACREEE Secretariat, SADC specialist bodies like RERA and SAPP, civil society and relevant research institutes. This will be good technical support to EELA.
- **Issue**: National Focal Points need to be appointed in all Member States.
### SACREEE Current Staff Assessment Compared with Project Design Document

<table>
<thead>
<tr>
<th>Positions</th>
<th>Number Needed</th>
<th>Current Staff</th>
<th>Deficit</th>
<th>EE Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Set-up Phase</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Director, RE Expert, EE Expert, Seconded Expert</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>Yes</td>
</tr>
<tr>
<td>Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin Officer, Secretary, Driver</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>No</td>
</tr>
<tr>
<td>Interns</td>
<td>None specified</td>
<td>0</td>
<td>0</td>
<td>No</td>
</tr>
<tr>
<td>Temporary</td>
<td>None specified</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Additional Positions in Operational Phase</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Building, Lighting &amp; Standards specialist; Industrial Development Specialist; Finance and Investment Specialist</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>Yes</td>
</tr>
<tr>
<td>Project Managers or Officers for Funded Projects</td>
<td>Not specified</td>
<td>1</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>External Experts</td>
<td>Not specified</td>
<td>0</td>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>

At least 20% of professional and support staff should be women
SACREEE’s Capacity Needs to Align with the following Expected EELA Outcomes

_EELA project objectives of i) promoting a market transformation for energy efficient lighting and appliances in EAC and SADC and ii) creating market and institutional conditions to enable the sector transformation will require SACREEE’s capacity to be built up for the following outcomes:_

- **Outcome 1** - Regional mechanism and platform established to coordinate actions on market transformation of EE lighting and appliances including the support of national Code of Conduct Programs and the exchange among the Member States.
- **Outcome 2** - Regional policy and regulatory environment for energy efficient lighting and appliances in the SADC and EAC region is improved with a view of the climate change impact and gender responsiveness.
- **Outcome 3** - Capacities of key market enablers, and players in the EELA market are strengthened including testing capacities.
- **Outcome 4** - Awareness among market players and policy makers on energy efficient lighting and appliances is enhanced.
- **Outcome 5** - Incentive mechanisms to encourage the uptake of EELA based projects in SADC and EAC established.
Skills and Facilities Requirement for the SACREEEE to Become the Centre of Excellence for EELA Project

1. **Staff Requirement**
   SACREEEE needs to beef up its expertise in key areas for successful achievement of expected EELA Project Outcomes.

### Assessment

<table>
<thead>
<tr>
<th>Need</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Energy Efficiency Officer</td>
<td>• Technical energy efficiency expertise on efficient lighting and appliance experience as well as expertise on regulation and policy interface required for EELA implementation.</td>
</tr>
<tr>
<td>Green Building, Lighting &amp; Standards specialist</td>
<td>• Private sector expertise on energy efficient lighting and appliances for effective market transformation design and promotion. Eg ESCO formulation, standards.</td>
</tr>
<tr>
<td>Finance &amp; Investment Specialist/ Expert</td>
<td>• Developing smart and attractive financing products and market-driven incentives for stimulating the energy efficiency market and promoting investment.</td>
</tr>
<tr>
<td>Public Relations/ Communication Officer</td>
<td>• Communicate to all relevant stakeholders the results of the key initiatives that would be undertaken by SACREEEE under the EELA project.</td>
</tr>
<tr>
<td>Outsourced IT specialist</td>
<td>• Developing the SACREEEE website to encompass a platform for knowledge management and information sharing among market participants and policy makers.</td>
</tr>
<tr>
<td>Admin Officer</td>
<td>• Assist with all EELA project administration.</td>
</tr>
</tbody>
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EELA Validation Workshop
Skills and Facilities Requirement for the SACREEE to Become the Centre of Excellence for EELA Project (Contd)

2. Facilities Requirement
The Government of Namibia has equipped the SACREEE offices appropriately. However, there are challenges with IT support and a need for basic demo units for promoting EELA.

### Assessment

<table>
<thead>
<tr>
<th>Low Priority</th>
<th>Need</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective IT support.</td>
<td>• Short-term investigation of the bottlenecks in the IT system and implement a solution.</td>
<td></td>
</tr>
<tr>
<td>Basic EELA demonstration units</td>
<td>For showcasing energy efficient lighting and appliances products and services.</td>
<td></td>
</tr>
</tbody>
</table>

### Capacity Needs Analysis

<table>
<thead>
<tr>
<th>High Priority</th>
<th>Need</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>NFPs and NFIs appointments in all member states</td>
<td>To provide oversight of all ELLA activities at national level and provide feedback to SACREEE.</td>
<td></td>
</tr>
<tr>
<td>Roles and functions of the NFPs and NFIs</td>
<td>Ensuring NFIs/NFPs performance based on clear expectations.</td>
<td></td>
</tr>
</tbody>
</table>

3. Regional Cooperation Requirement
There is a need for National /Focal Points (NFPs) and National Focal institutions (NFIs) to effectively coordinate SACREEE activities in all the member countries.
Skills and Facilities Requirement for the SACREEE to Become the Centre of Excellence for EELA Project (Contd)

### Assessment

4. Monitoring and Evaluation (M& E)
   
   Without M&E, less progress is being made on EE targets of SADC member states.

5. Secondment of Experts and Exchange Programme
   
   Need to leapfrog in certain expertise in order to speed up support to EELA project.

<table>
<thead>
<tr>
<th>Need</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outsourced M&amp;E Expert</td>
<td>• Effective assessment and communication of the progress made on EE targets which would help create healthy peer competition among member states and send effective feedback to the donors.</td>
</tr>
<tr>
<td>M&amp;V framework for EELA (its development &amp; adoption)</td>
<td>This will harmonise the M&amp;E of the EELA project amongst all member states and the NFIs/NFPs can assist in providing oversight of the M&amp;E process and data collection.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Need</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondment of experts</td>
<td>Will quickly learn from other established institutions like UNIDO to enable it hit the ground running in providing the required support to EELA in the member states.</td>
</tr>
<tr>
<td>Exchange programmes</td>
<td>SACREEE building its capacity by sending their targeted staff for an exchange programme at willing institutions with the expertise required.</td>
</tr>
</tbody>
</table>
## 6. Knowledge Sharing Platform

Harmonisation of standards, policies, regulations to support sustainable investment and market development

### Need: One-Stop Shop of a Website Platform

- Information can be deposited in a way that it is accessible to interested stakeholders for various purposes like investment, financing, technology knowhow, project partnership.

## 7. Specialised Institutions for EELA Training & Research

Spreading out SACREEE capacity building responsibilities to member states

### Need: Identification and harnessing of specialised training and research institutions

- Collective specific strengths for undertaking SACREEE training on identified areas of need for training or demonstration within the EELA project scope.
Expected Capacity Building

1. **SACREEE staffing be beefed up** with the following expertise: Senior Energy Efficiency Expert, Green Building, Lighting & Standards (for both Public & Private Sector) specialist/Expert, Financing & Investment Specialist/Expert, Public Relations/Communication Expert, Outsourced IT Specialist.

2. **Facilities improvement** regarding IT support and basic energy efficiency demonstration

Recommended Activities

- The identified positions should be incorporated into the SACREEE Business Plan for SACREEE Steering Committee for approval.
- Upon approval, job descriptions should be developed
- The jobs should be then internationally advertised with the assistance of a recruitment agency and headhunting approach
- Employment contracts should then be drawn up offering sustainable conditions
- This activity must be given high priority

- A short-term IT specialist should be outsourced to identify bottlenecks and solutions for IT system.
- Identified IT solution should then be implemented.
- Basic EE demonstration units relevant for EELA awareness creation identified for Steering Committee approval and installation.
- The priority on this activity is low.
Recommended Activities under the EELA Project for Improving SACREEE Capacity

Expected Capacity Building

3. Improved Regional Cooperation through the NFIs and NFPs

Recommended Activities

• Clear criteria, roles and functions of NFIs and NFPs should be drawn up for EELA project.
• Formalise a framework agreement including criteria, roles and functions between the Parties.
• Member states who have not submitted nominations for NFPs and NFIs for EELA should be urged to do so.
• Assign NFIs/NFPs EELA responsibilities and dissemination roles at the national level.
• Provide NFIs/NFPs appropriate training to equip them for EELA assignments.
• Prioritize this activity as high.

4. Monitoring and Evaluation (M&E) framework and implementation to be outsourced.

• Develop an M&E framework for the EELA project at the start of the project using an outsourced expert.
• Develop a mechanism for implementation & monitoring of the phasing out of inefficient lighting in all MS by end 2019.
• Design a training programme on the EELA M&E framework for relevant SACREEE staff and the NFPs.
• Monitor the results of EELA implementation annually, mid-term and at the project end using the outsourced M&E expert.
• Use the NFPs to assist in collecting data for the M&E and also provide oversight for the M&E process in their individual countries.
Recommended Activities under the EELA Project for Improving SACREEE Capacity

Expected Capacity Building

4. M&E framework and implementation to be outsourced. (Contd)

5. Seconded Expertise and Exchange Programmes to be established.

Recommended Activities

• NFPs should be invited to assist SACREEE Secretariat in reviewing the M&E results before presentation to the Steering Committee.
• Use the EELA M&E framework as a basis for developing an overall SACREEE M&E framework for all projects.
• Prioritize this activity as high.

• SACREEE should initiate secondment negotiation with potential institutions
• A framework agreement between SACREEE and identified institutions should be drawn up.
• A competitive tender should be explored in the selection of the required seconded expert.
• Identify potential institutions who could share useful experience with SACREEE and establish an exchange programme relationship with them.
• A system of appraisal should be put in place.
• Develop a framework for the identified exchange programme. Eg. ECREEE
• Prioritize this activity as medium.
Recommended Activities under the EELA Project for Improving SACREEE Capacity

**Expected Capacity Building**

6. **Knowledge Sharing Platform** for effective awareness creation, networking and stakeholder interaction

7. **Specialised Training and Research Institutions** on EELA-related skills to equip NFPs/NFIs and other key stakeholders.

**Recommended Activities**

- Development a TOR for establishing a one-stop shop website for sharing information with stakeholders
- Using a competitive procurement process, outsource the development of the task to an experienced IT expert.
- Train relevant SACREEE staff and NFPs on the use of the platform so that they can assist in disseminating its use.
- It would be useful to learn from the ECOWREX platform at ECREEE and others.
- Prioritize this activity as *medium*.

- Identify specialised institutions within the SADC region with specific strengths for undertaking EELA specific training and research on key areas of interest.
- Develop a research and training programme and use that formalise an arrangement with such institutions
- Development of TORs for any research or training to be undertaken and request for proposals.
- Upon evaluation of the proposals, develop a framework contract with the selected institutions.
- Prioritize this activity as *medium*.
Thank you

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