



Creating Commitment and Momentum

Lessons Learnt from the SE4ALL Technical Mission to Uganda

Background

Progress has been made since the inception of the UN SE4ALL initiative in 2011. Among others, the Republic of Uganda was selected as one of the SE4ALL “early movers”.

In May 2012, following the request from the Government of Uganda, the EUEI PDF undertook the first SE4ALL Technical Assistance Mission (TAM) in Uganda. The Mission Team organized a series of bilateral meetings (with key Government public institutions, development partners and private sector stakeholders), and held 3 half-day stakeholder thematic workshops. The team, in close collaboration with the Ministry of Energy and Mineral Development of Uganda, its subsidiaries, as well as development partners and selected local private companies and civil society, developed a set of key recommendations and a list of potential energy projects to be supported under SE4ALL. Since Uganda was the first among the “early movers” to undertake a Technical Mission, EUEI PDF has been requested to outline briefly some of the lessons learnt that could be relevant to future technical missions under the SE4ALL process¹.

Summary

The SE4ALL Technical Mission to Uganda (28th May to 8th June 2012) provides some insights and guidance for future technical missions of this type. The most important lesson from this mission is that a small, focused group of experts, with strong familiarity with the host country, as well as good understandings of the drivers for the client agency (in our case MEMD in Uganda)² can quickly and effectively facilitate the formation of a concise set of host country policy statements and actions relating to sustainable energy. Secondly, “country ownership” is very critical and needs to be the running tape in the entire mission. This is the only way to ensure that, after the mission, government will take these actions, recommendations, policies and plans, and puts them into action. This requires active and sustained participation and commitment by government from the preparation to the “final” results of the mission.

¹ Note that Uganda is the only country in which such a mission was held prior to Rio+20 conference.

² Client agency can also be an international agency or a group of agencies e.g. European Commission, European Delegation, UN agency, Energy Donor Working Group, etc.

Recommendations for Future Missions

Lessons Learnt / Critical Success Factors	Uganda Experience
<p>1. Ensure engagement of the host government and its “ownership” of the mission’s results: For the SE4ALL technical mission to be successful, the host government, along with the host country’s key stakeholders, must believe that the mission’s outputs are their own, that they represent the priorities of the country, and that the country, particularly the government, “owns” these results and takes them seriously.</p>	<p><i>In order to actively involve the Ministry (in particular the top level), the mission team devised various modes of engaging the strong involvement of the host government in the preparation of the mission’s documentation and “ownership” of the mission results at all levels. This active engagement ensured sustained “buy-in” from the government and that findings, conclusions and recommendations from the mission reflected the government’s position.</i></p>
<p>2. Have a clear understanding of the purpose of the mission with clear Terms of Reference: It is crucial to have concise and clear Terms of Reference for the mission itself, and for each team member, prior to arrival in the country. This avoids misunderstandings and it enables the mission team to articulate the mission’s objectives clearly, unambiguously to stakeholders.</p>	<p><i>The Team’s <u>final</u> Terms of Reference were not provided to the team until the Team’s arrival in Uganda. While there were no major deviations from those terms of reference the team had, there was sufficient difference to provide an element of confusion, both for the Team and for the host government. This must be avoided at all cost.</i></p>
<p>3. Ensure that it is clear who the “client” is and what the mission “communication chain” is: Who is the Client? What is the communication chain? These are very pertinent questions to answer before the mission. These will facilitate team-client communication mainly in cases of final decisions to be sorted, and it ensures that the results of the mission are consistent with what government wants. This factor should be adhered to at all costs in future missions. A recommendation could be to clearly define “clients” in SE4ALL as the partner governments.</p>	<p><i>With UNDP and the EU Delegation in Uganda having substantial input to both the Team and government, it was not always apparent (neither to the Team nor to key development partners) who the “Client” was during the Uganda SE4ALL TA mission, which caused some difficulties for the team. As a result, some confusion arose that made it difficult to achieve the mission’s objectives and ran the risk of sending mixed signals to government and other key stakeholders. In the Uganda case, these issues were mediated with some substantial effort by the mission team. However, it is a point that should receive great attention in future missions.</i></p>
<p>4. Ensure adequate time for technical consultative process, and for putting in place administrative support for the mission: A relatively broad mission such as the SE4ALL TAM to Uganda (which looks at the entire energy sector of a country) requires sufficient time to allow for adequate technical planning, an appropriate consultative process and the preparation of administrative and financial arrangements for the mission. A recommendation is to have a minimum of 4-weeks, i.e. 1 week of preparation and 3 weeks in the field.</p>	<p><i>The 2 weeks in the field made it difficult to cover all relevant issues – e.g. focused thematic discussions with both government and non-state actors such as the private sector, financial institutions and civil society – all of which will have to jointly implement the recommendations of the SE4ALL process later on. Given the short period of time for preparation of the mission, there were a series of administrative issues that arose during the mission which could have been avoided with more preparation time.</i></p>

Lessons Learnt / Critical Success Factors	Uganda Experience
<p>5. Team Composition and understanding of the host country's policies and priorities as well as a knowledge of all relevant stakeholders:</p> <p>The success of the TAM depends to a large extent on the good knowledge of key actors in as well as the legal and regulatory framework of the sector. A very effective way of bringing this local expertise into the team is by recruiting, where possible, a local expert. EUEI PDF would recommend such a local team member almost as an obligatory "must-have" for all future SE4ALL missions. Furthermore, preparation for such an intense mission requires early technical preparation and access to technical materials in order for the team to have sufficient familiarity prior to its arrival in the country.</p>	<p><i><u>Local Expertise:</u> For the SE4ALL TAM in Uganda, EUEI PDF specifically made a point to recruit at least one team member from within the country. Being able to draw on good local expertise ensured that the team was familiar with the key stakeholders in Uganda's energy sector as well as with its legal and regulatory frameworks.</i></p> <p><i><u>Desk research:</u> In the Uganda case (and owed to the short period leading up to the Rio+20 Conference), there was no sufficient preparation time prior to the mission. Fortunately, due to its composition, the team had very up-to-date familiarity with the Ugandan energy policy and development framework. However, not all future SE4ALL missions will be in this "luxurious position". It is therefore essential to have sufficient time for the review of data and documentation prior to the mission's arrival.</i></p>
<p>6. Ensure clear and timely communication of results between all key players and the mission team:</p> <p>It is essential to set out the entire schedule of meetings and communication lines with the host government at the onset. This entails also a detailed plan of meetings with all key stakeholders, including any "bilateral" meetings with key host government players, other public sector and non-state actors, as well as development partners during the first days of the mission. This ensures that the team identifies with the host institution, their concerns and objectives.</p>	<p><i>The mission held thematic stakeholder workshops to include a larger range of stakeholders centered on key topics such as renewable energy, energy efficiency, and increased access to modern energy, rural electrification and commercial biomass energy. The team presented initial findings at the earliest possible time, no matter how "preliminary", to engage stakeholders and in order to obtain consensus for the way forward with clear lines of communication to both stakeholders and "clients".</i></p>

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