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# NATIONAL RENEWABLE ENERGY PLATFORM-NREP

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# NATIONAL RENEWABLE ENERGY PLATFORM



## Collective Action & Subsidiarity



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## BACKGROUND

### Context

Uganda's energy sector has made significant strides at ensuring sustainable development and transformation of the economy. Renewable energy is key to unlocking this economic transformation, with more than 87% of the electricity generated from resources such as hydro power, solar and biomass, and 90% of cooking energy demand contributed by solid biomass. Even with such heavy reliance on renewables, Uganda has not fully exploited this resource. Currently, the country's electrification rate is estimated at 41.5% with urban electrification close to 71% while rural areas stand at 32%. Cognizant of the important role energy plays in boosting development, the Government of Uganda has set the goal to increase access to modern energy to 51% by 2030 and ensure 100% access by 2040. Achieving such an ambitious goal is thought possible through integrated approaches with significant input from renewable energy resources and technologies such as solar photovoltaic, hydro power and biomass applied to tech-agnostic mini-grids to serve the rural and unserved areas, while also ensuring grid extension and expansion.

Despite the significant renewable energy play, the sector remains constrained with challenges, duplicated efforts, and siloed actions from partners. And while, private sector players, development partners have led and contributed toward RE technology development and deployment, capacity building, and information and awareness creation, most of the initiatives in place (current and planned), have not kept pace with needed improvements in physical infrastructure and electrification targets for the country. Thus, the renewable energy sector in Uganda is fragmented. Limited in integrated planning, lacks quality assurance, monitoring and evaluation, clear reporting, and knowledge dissemination culture. This fragmentation has escalated duplication of efforts, exposed the gaps in quality assurance and constrained experience in ensuring system sustainability. Moreover, with such modus of development, it is difficult to hold entities accountable, and any dialogue with end users/customers is reduced to 'hear say' which tends to taint the image of certain renewable energy technologies, and the energy sector as whole.

As such, there is critical need for strengthening and sustaining the effort for coordination of the renewable energy sector planning, implementation, monitoring as well as charting a way that the sector can be unified towards a common cause. It is against this backdrop that the Ministry of Energy and Mineral Development (MEMD) seeks to get involved, to support coordination amongst the sector stakeholders, players and actors through a common platform. The formation of a National Renewable Energy Platform (NREP) that brings together all RE sector actors.

The NREP will consist of various players in renewable energy space working towards promoting collective action, subsidiarity and harmonization that can lead to economies of scale. The platform will also seek to organize, coordinate, contribute to policy development, and boost quality assurance and accountability in the sector as a way of ensuring that the renewable energy ecosystem bears substantial benefits given the significant role it plays in development of Uganda. The NREP provides opportunities for state, non-governmental, private and international institutions to participate in decision-making and consultation processes. Furthermore, the platform provides opportunities for organizing and controlling day-to-day operational activities, implementing long-term projects, and provides necessary flexibility to respond to new challenges and opportunities.

## **Sector Connectivity and Aspirations**

Presently the Ministry of Energy and Mineral Development (MEMD) plays a convening role that brings together several multi-institutional, multi-disciplinary partners in the sub-sector. However, because of lack of an overall forum, the link between the Ministry, the private sector and development partners remains weak. This makes it cumbersome to engage and align plans and actions of the three critical sector players. This calls for a need for increased connectivity, linkages and a common goal approach among government, private sector and development actors. The MEMD has considerable goodwill from partners and stakeholders and good linkages, and support and trust from national, regional, and international partners. The Ministry has a strong convening role with ability to bring various stakeholders together. All government activities and initiatives are

done through consultative processes with development partners, the private sector and the citizens. The MEMD will deploy this approach in strengthening partnerships and working with stakeholders.

The structure and performance of the membership associations, communities of practice and collaboration initiatives in the renewable energy subsector in Uganda point to the need for a more versatile system. Currently, there is a uniting umbrella organization (UNREEA) for private sector, there are development partner platforms, and government has programmes and platforms that speak to unity. However, the lack of a uniting forum that unites these three core groups has limited the extent and status of impact of the subsector. This is due to the associated complexity complexities, difficulties and pitfalls of information and knowledge exchange, planning and prioritization, limited subsidiarity and spill over effects, and overall duplication of efforts with limited resources. By and large, the existing platforms of collaboration are “unsystematic and inadequate especially to deal with the diverse needs of actors in the renewable energy sub-sector.

NREP has taken the lessons and experiences from regional and global approaches like the Global Alliance for Sustainable Energy (GASE) that was recently launched to take collective action towards the full sustainability of renewable energy. GASE brings together 17 founding members including utilities and global players in the solar PV and wind value chains, sector associations and innovation partners. The Alliance is unique in scope and ambition, is open to likeminded partners, from industry to civil society, academia and end-users. The IKEA Foundation and the Rockefeller Foundation in June 2021 established a \$1bn renewable energy platform to address climate change and energy poverty. The two organisations launched the platform this year with the aim of reducing one billion tonnes of greenhouse gas emissions and supplying distributed renewable energy to one billion people.

At the sub-regional level, the East African Centre of Excellence for Renewable Energy and Efficiency (EACREEE) is good inspiration. Globally, the International Solar Alliance (ISA), an alliance of 124 countries, works for efficient consumption of solar energy,

while the International Renewable Energy Agency (IRENA), an intergovernmental organisation that supports countries in their transition to a sustainable energy future, and serves as the principal platform for international cooperation, a centre of excellence, and a repository of policy, technology, resource and financial knowledge on renewable energy stands out. IRENA promotes the widespread adoption and sustainable use of all forms of renewable energy, including bioenergy, geothermal, hydropower, ocean, solar and wind energy in the pursuit of sustainable development, energy access, energy security and low-carbon economic growth and prosperity. NREP will domesticate the EACREE, ISA, IRENA, and other international approaches agenda by encouraging and catalysing the government of Uganda to adopt enabling policies for renewable energy investments, providing practical tools and policy advice to accelerate renewable energy deployment, and facilitating knowledge sharing and technology transfer to provide clean, sustainable energy in Uganda.

## **NREP Vision**

The national renewable energy platform seeks to be the lead platform for sustainably developing and utilizing renewable energy resources, services and products in Uganda.

## **Mission**

To boost national collective action, harmonization, and subsidiarity for sustainable and competitive development of Uganda's renewable energy sector. Key to NREP's vision and mission is the recognition of critical value-addition to national collaboration among actors to meet the energy needs of the Ugandan population, by providing adequate and reliable energy supply for socio-economic growth and sustainable development.

## **Overall Goal**

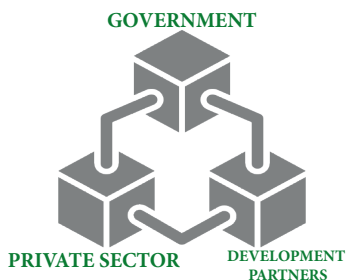
NREP will bring together stakeholders and strategic partners oriented in renewable energy to generate, share and promote knowledge dissemination, enhance innovations in renewable energy so as to

solve common challenges and harness opportunities in the energy landscape.

The platform will ensure national representation and harmonization of the renewable energy sector through coordination of various stakeholders and players, while ensuring central governance, enabling the alignment for strategic actions that solve institutional, technical and regulatory challenges experienced in the sector. Specifically, the national renewable energy platform will:

1. Optimize coordination of players/stakeholders and increase access to wider partnership opportunities in the development and delivery of collective actions to address shared challenges in the renewable energy sector
2. Shape and develop a harmonized strategic direction for the renewable energy sector
3. Strengthen private sector and institutional capacities in the renewable energy sector
4. Ensure quality assurance of technology implementation within the renewable energy sector
5. Strengthen national and global partnership to improve access to low-cost finance for RE&EE
6. Improve access to pristine management of information, including funding opportunities for the renewable energy sector in Uganda and regionally.
7. Conduct scientific and research studies, develop and introduce new technologies.

## Stakeholders



NREP will have six key stakeholder groups: Government through Ministries, Department and Agencies (MDAs); Development Partners; Private Sector and Civil Societies; Academia, Research for development and communities of practise; Finance Institutions; and Consumer Organizations. Some of the stakeholders mapped include:

Government	Private Sector	Development Partners
UNBS	Stanbic Bank	GIZ /EnDEV
URA (MoFPED)	Centenary Bank	SIDA
REP	Post Bank	USAID – Power Africa
NEMA (MWE)	Pride Microfinance	UNDP
KCCA	Equity Bank	UNCDF
CCD (MWE)	Root Capital	SNV
MAAIF,	Sunfunder	CARE
MFPED,	ACUMEN	FAO
MGLSD ,	Exim (China)	EU
EU	UNREEEA (BEETA,	WWF
ERA	UMA	CARE
MoLG,	USSIA	Shell Foundation
UECCC	PSFU	Rockfella Foundation
Uganda Development Bank	AMDA	Mastercard Foundation
Makerere University	GOGLA	GET.Invest
Nakawa Vocation Institute	USEA	KfW
CREEEEC	REBI	AfD
Gulu University	UNACC	AfDB
MoLUHD	BSUL	World Bank
	HPAU	Power for All
	EEAU	Open Capital Advisors
	BEETA	GIZ



## Strategic Fit and Leadership

Considering all the efforts already taken undertaken this platform is envisioned as a hub where representative input from sector players will be amalgamated. With the purpose of representing, collecting and coordinating to informed policy development and strategic implementation of agreed upon actions in the renewable energy field at national level. Leadership of the Platform is proposed as follows. The NREP is aligned and supports the Clean Energy Technical Working Group (CETWG), under the Sustainable Energy Development Programme (SEDP), of the NDPIII (Figure 1). Membership to the CETWG is cross-institutional, and includes, external partners (DPs, Private Sectors) to engender detailed technical dialogue on clean energy. The NREP will feed directly into the CETWG discourse through a NREP representative. The CETWG shall undertake detailed planning and coordination, as well as detailed monitoring of the Programme implementation of clean energy initiatives of the SEDP. Specifically, CETWG shall carry out the following functions:

- (i) Monitor the implementation of the clean energy sections of the Programme Implementation Action Plan (PIAP) and raising issues for SEDP PWGs consideration,
- (ii) Review and clear clean energy section of the Annual and semi-annual programme performance reports before consideration by the PWGs,
- (iii) Ensure harmony between PIAP in implementation with other sector strategies
- (iv) Develop position papers on policy and strategic issues in the thematic area for consideration by PWG;
- (v) Review new project concept notes and make recommendations to PWG for clearance

## NREP Executive Committee

The Platform will be led by the representatives of the key stakeholders: Government (MEMD-2), Development Partners (2), Thematic Leaders (5) and the representative of the Board Chairperson of the Private Sector Umbrella Organizations (UNREEEA-1). The Chairperson of the

NREP Executive Committee shall be the Commissioner, Renewable Energy Department, at the MEMD.

### Thematic Areas and NREP Value Add

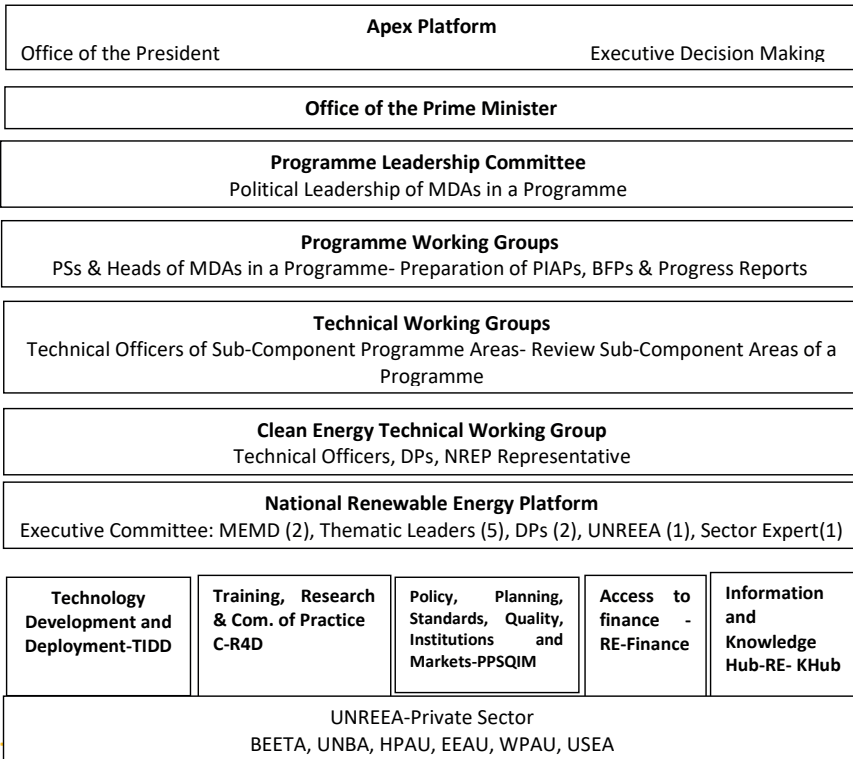


Figure 1 Leadership and Reporting Structure on NREP

Currently, the private sector is mostly organized around a technology-based approach (BEETA, UNBA, HPAU, EEAU, WPAU and USEA). However this approach needs to be reinforced and evolved, with an external environment which is constantly changing, placing fresh demands on implementation mechanisms and structures. Currently there is a feeling that the sector structures, and especially processes, are too compartmentalised in separate umbrella organizations with little inter-technology implementation or interaction, and coordination linkages with development partners and government. The current arrangements have also encouraged a technology-led rather than a people-centred approach. Key cross-cutting areas such

as Productive Use of Energy (PUE), Gender mainstreaming, affordable financing, policy, knowledge management and uptake and capacity development and partnerships are fragmented with limited formal harmonization system. There is now a need to re-think the approach and priorities through a thematic approach and changed institutional culture supported through deliberate change management.

In the context of NREP, a Theme is defined as a major opportunity or challenge facing the renewable energy sector transformation in Uganda. Under NREP, Themes will be supported by discipline and technology-based sector partners, each with a Theme Coordinator who will have oversight of the strategic direction. The Theme Coordinator will be a member and report to the NREP Executive Committee. In alignment to the key challenge, opportunities and action areas of the renewable energy sector in Uganda, five key core themes have been identified and agreed upon: Technology Development and Deployment-TIDD; Training, Research and Communities of Practice-C-R4D; Policy, Planning, Standards, Quality, Institutions and Markets-PPSQIM; Access to finance - RE-Finance; and Information and Knowledge Hub-RE- KHub. All Umbrella membership organizations, share problems and opportunities across these themes, hence a need for collective action to avoid duplication of effort and resources, and urgent need for leverage on resources where possible.

NREP's value add to the current private sector (UNREEA), Development Partners and Government coordination will be through promotion of economies of scale and identification of national renewable energy public goods and actions that will:

- (i) Develop and pursue a shared national vision and goal in the renewable energy sector.
- (ii) Empower end-users to ensure their meaningful participation in setting priorities and contribution to actions in the subsector.
- (iii) Coordinate collective action in the renewable energy development sector at the national level
- (iv) Contribute to improving networking and collective bargaining among actors (government, development partners and the private sector) in Uganda.

- (v) Contribute to the development and transfer of appropriate knowledge, methodologies, information and technologies among actors.
- (vi) Enhance renewable energy sector-wise joint planning, resource mobilization and allocation, and monitoring and reporting framework in Uganda.
- (vii) Strengthen capacity of partners to develop integrated, sustainable, climate- and disaster-resilient energy resources
- (viii) Enhance facilitation and efficient functioning of cross-partner collaboration, including simplified and harmonized partnership procedures.
- (ix) Provide policy, analytical and technical support towards the development, functioning and management of partnerships and collaboration.
- (x) Capture data to monitor the specific objectives of the NREP priorities and initiatives in a cross-partner results framework and monitoring plan for the energy sector.
- (xi) Enhance capacity of partner to implement energy business facilitation reforms and initiatives and effectively implement the provisions of investment agreements.
- (xii) Catalyze and facilitate NREP stakeholders to enhance their participation in energy trade.
- (xiii) Support partners in their endeavors to comply in a timely fashion, as well as effectively implement relevant statutory obligations. Conventions and relevant legal instruments with respect to energy development.
- (xiv) Promote energy efficiency and support NREP partners to expand and upgrade energy infrastructure, scale up projects on-and off-grid and improve access to energy, including clean, sustainable, and renewable energy.
- (xv) Support NREP and Partners to establish ICT infrastructure, applications, and services, and build capacity for digital connectivity and application of energy technology driven and ICT solutions
- (xvi) Encourage public-private dialogue and support private sector

development, by enhancing private sector capabilities, as well as improving economic governance and business regulations, especially for energy small and medium enterprises.

- (xvii) Enhance the capacity of Partners to attract and facilitate domestic and foreign energy investment, including through facilitating functional energy PPPs.
- (xviii) Provide tools, technical assistance and capacity building to Partners to formulate internal policies and strategies aimed at diversifying their economies, adding value to their products and supporting development of the energy productive use sector.
- (xix) Promote sustainable development of the energy sector, including increased productivity, industrialization, and productive use of the energy resources.
- (xx) Encourage development of energy science, technology and innovation policies and infrastructures and support capacity development of partners in energy research and innovation
- (xxi) Promote multi-stakeholder dialogues and experience sharing among the NREP actors.
- (xxii) Support NREP partners in leveraging the opportunities provided by the initiatives and integration by regional economic blocks (EAC, COMESA and IGAD).
- (xxiii) Enhance South-South and Triangular Cooperation for the benefit of the NEP actors and stakeholders.
- (xxiv) Enhance efforts of NREP partners to mobilize adequate domestic and international resources for the promotion of the wide energy sector mandates.
- (xxv) Provide technical and capacity-building assistance to strengthen energy statistical systems for improved policy and technical evidence-based decision making in the country.
- (xxvi) Provide technical and capacity-building assistance to NREP partners to derive benefits from relevant international, regional and national conventions and other legal instruments.
- (xxvii) Promote the strengthening of the national energy Think Tank

among the Platform Stakeholders, as means to learning and innovation, information exchange, and Energy technology and information clearing mechanism.

- (xxviii) Support Partners to build their respective business adaptive capacity for resilience to shocks such as the COVID-19 crisis
- (xxix) Support Partners to mainstream and remove the barriers to achieving gender equality and the empowerment of vulnerable groups in the energy sector.
- (xxx) Continue to ensure coordinated follow-up on the implementation of the NREP and develop, coordinate, strengthen and utilize NREP stakeholder networks and social capital.

## Secretariat

NREP will have a Secretariat headed by a NREP Coordinator supported by a lean but effective team. The secretariat will be responsible for organizing, coordinating and implementing activities. Organizational and financial decisions of the administrative staff are made by the NREP Executive Committee (EC), headed by the Commissioner, Renewable Energy Department. The Coordinator and the administrative staff assist in organization of the works of experts and thematic groups, and initiate programs and services in accordance with the NREP objectives.

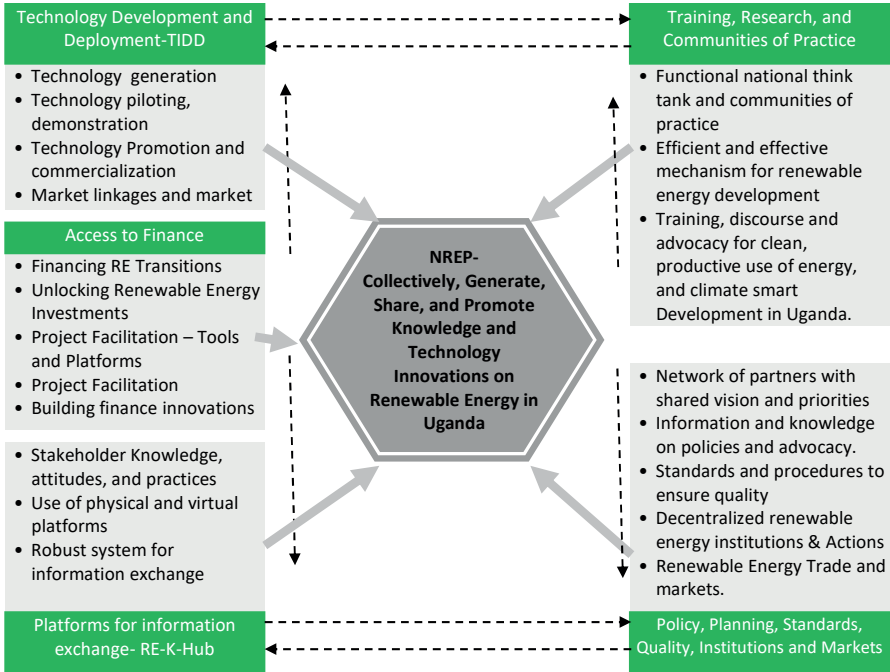
## NREP Implementation Strategy

NREP implementation will be guided by fundamental principles that guide energy and developmental alliances including purposeful delivery of outputs; subsidiarity to distribute authority, responsibility and accountability between management levels, units, programmes and partners; inbuilt institutional learning based on monitoring, evaluation and learning framework; transparency based on open communication; and nurturing and maintaining broad partnerships to leverage, resources, capacities and knowledge bases. The NREP will institute organized systems (structures, strategies, policies and

guidelines) that support sustenance of the initiative goals and actions. This section details the Platform approaches, tools, techniques and designs, people support and organizational change and management support needs, capacity building efforts, leadership and governance operations, communication plans as well as means of measurement of progress and performance towards each hub output and related results.

### **Output 1: Renewable Energy Technology and Innovation development, transfer and deployment strengthened in Uganda.**

NREP will enhance the participatory identification, development, transfer, piloting, and action research on technologies and innovations in the sector. Through innovative platforms, NREP will promote latest technology adoption, developing market linkages and innovations and scaling up of technologies through commercialization, business incubation centres and other such options. This will be done through strategic multi-stakeholder partnerships with consumer organizations, technology promotion systems, relevant government institutions, private sector, the CSOs, the development partner initiatives and the media amongst others. These strategic multi-stakeholder partnerships will be used to catalyze social or collective learning and innovation that take place in the innovation platforms, and communities of practice. Participatory learning, action research, on-field peer-to-peer learning, consumer-to-consumer learning, field visits, study tours, mentoring, coaching, sensitization and experience sharing events are among the methods that will be used to facilitate social learning. The approaches will be propelled through facilitation and/or use of stakeholder organizations with comparative advantage and mandate as knowledge and information intermediary.



**Figure 2NREP Conceptual Framework**

## Output 2: Renewable Energy Capacity, Research and Communities of Practice strengthened in Uganda.

This Theme will be constituted from energy research for development, think tanks, communities of practice and renowned personalities with wide experience in renewable energy, and policy support. The Theme will collect, analyse, synthesize, produce and document data and information that supports discourse and advocacy for renewable energy and related trade strategies and policy issues. The recommendations resulting from this output will be fed into the information exchange platform output. The trainings to be planned and executed will be demand driven and respond to the immediate needs of the stakeholders. Expertise for trainers will be sought from the renewable energy sector space. This will reduce transaction cost. Among the key founding communities of practice under NREP are:



Climate Aggregation Platform (CAP), a new initiative to promote the scale-up of financial aggregation and to reduce the cost of financing - for small-scale, low-carbon energy assets in developing countries; Towards 100% Renewable Energy; Power for All; Productive Use of Energy; Waste to Energy; Environment and Energy Technical Working Group – National Level Uganda Refugee Response; USAID-funded Power Africa Off-grid Project (PAOP); UOMA (the Uganda Off-Grid Energy Market Accelerator); GOGLA, the global association for the off-grid solar energy industry; and many others.

### **Output 3: Platforms for information exchange established and strengthened**

The key elements of the platforms will be targeted renewable energy communication products; a web-based portal; a physical information resource centre; gender responsive feedback and demand articulation mechanisms; and capacity development. The data, information and knowledge generated in the sector will be captured, organized, and packaged into targeted communication products. Input from other stakeholders will also be captured. The web-based portal will be the major channel of access to the sector communication products. The physical information resource centre will be setup to provide access to various communication products including publications, CD-ROMs and DVDs. The resource centre will serve the needs of stakeholders that have poor access to the internet. It will also physically post materials to other platforms and on request. Through the knowledge hub NREP will collect, collate and avail relevant data and information for the renewable energy sector in Uganda. It will ensure that data and information pass through established quality assurance systems and abide by the IPR policy. As well as the inventory of renewable energy technologies and innovations, GIS maps will be availed, through the clearing house, to map ongoing project locations in Uganda to ensure complementarities and eliminate duplication. The hub will also link with existing online knowledge bases such as the energy GIS group. NREP will also aggregate data on impacts. Some development partners require sector actors to share usage statistics in order to qualify for funds. This helps generate information on sector consumption and understand who is being reached, which NREP will enhance in Uganda.

## **Output 4: Policy, planning, standards, quality assurance, and institutions and markets strengthened**

The Theme will focus on addressing issues leading to inappropriate policy environments for the renewable energy input and output marketing in Uganda. The Theme will address the lack of appropriate policies for enabling equitable market access to input and output markets, and limited capacity for implementation of existing appropriate policy options. The actions will also enhance capacities for generating quick and credible evidence and advocacy for appropriate renewable energy policy enactment and implementation in Uganda. The Theme will focus will on analysing market intervention policies, subsidies, price controls, bans, tariffs and custom fees, documentation and procedures, freight charges, infrastructure policy, etc in Uganda, and their implications on transaction costs, market performance and sector commercialization. This analysis will feed into national dialogue workshops to identify issues for rationalisation and harmonisation; development of the policy reform agenda and national/ regional fora for consensus building and sensitization. In addition, the theme will establish a renewable energy sector policy monitoring framework and an advocacy platform towards reduction in policy related market transaction costs and barriers to entry, particularly for MSMEs.

## **Output 5: Access to affordable renewable energy financing enhanced**

Notwithstanding impressive renewable market advances in Uganda, there is a continuous need for more and better-targeted public funding – for smart subsidies to leverage philanthropic and private capital, and to support technical reforms that create a thriving enabling environment for energy providers. This calls for a need for a united front for policymakers, development partners, investors and enterprises to help catalyse investment into the renewable energy sector solution and accelerate energy access for all. This Theme will investigate aspects of the energy finance challenge and consider the relative roles of public and private finance in expanding energy access. Some of the private sector innovations to be considered include the resilient pay-as-you-go business models that make technology more

affordable to customers, while public finance innovations will be considered too. As funding and political commitments for energy access progressively increase, NREP research will shift into detailed number-crunching, with energy financing data disaggregated into concrete numbers on flows going to the energy sector generally, and the proportion dedicated to off-grid electricity or clean cooking. The Theme will advocate for and pursue financing for utility-scale projects and credit-based finance instruments. This will pay special attention to projects with lower transaction costs and high greenhouse gas reduction potential, but with dedicated efforts geared towards financing options that are suitable for the smaller-scale projects and early stage of market development typical of the off-grid sector.

As part of addressing challenges to investment in energy access, the output will address the array of factors that inhibit investment in decentralised and renewable energy. They include: gaps in policy regimes and political will for decentralised energy, both with lack of public investment and in some cases limits on foreign direct investment into the sector; supply and demand of finance is not matched, inhibited by high costs of borrowing, exchange rate fluctuations, a shortage of proven business models and banking knowledge of the sector; and resulting punitive demands for high-levels of collateral to back loans. In Uganda, patient capital in the sector is lacking and expectations of quick returns are beginning to show signs of unsustainable growth.

There is also the significant challenge of getting finance to large numbers of smaller-scale projects. NREP will promote aggregation among the sector players, as a solution to the aforementioned challenge. Finance aggregators – entities that reduce costs and risks by bundling projects and capital together – have the potential to increase public and private investment into the off-grid sector. Commercial aggregator models have demonstrated potential for blended finance instruments – which pool funds from private investors, development finance institutions and impact investors – in attracting more investments into smaller, off-grid companies and projects. This is a strong value add of a united platform-NREP. The promise of combining financial aggregation with the policy, market and business components needed to support sustainable energy enterprises in a coordinated way has been demonstrated elsewhere,

and will be enabled through the united front-NREP. NREP will consider setting product standards, performing quality assurance, providing consumer finance and raising customer awareness, with government, private sector and development partners on a united platform-NREP.

NREP will promote inclusive financing in the sector. The Platform will deploy financing Instruments that enable energy access for people not reached through established delivery models, perhaps related to their poverty, gender or other vulnerabilities. The instruments, collectively deployed, will ensure that existing power inequalities are not reinforced when energy services are deployed. The platform will take particular interest and promote the role of smartly-deployed subsidies, results-based financing, and in-depth impact metrics in helping energy enterprises expand their reach in Uganda. The Platform will pilot and promote fit for purpose metrics that could feed into standardised renewable energy sector indicators currently being promoted in the country. The Platform will take cognisance of the fact that clever deployment of public and private finance is a bare minimum.

## Engraining culture change for NREP sustainability

The implementation of the NREP will require, as a prerequisite, changes in individual and organizational culture in terms of norms, behaviour, structures, habits and general work environment. The specific changes will support the implementation of the NREP in many ways, and include collective responsiveness and harmonised way of thinking by harnessing work in various Umbrella Organizations, individual business, Development Partner relations and government (MEMD) towards one common goal. Other specific culture change areas include:

- Embracing advances in technology including web-based tools and platform for sharing information and knowledge by a wide range of people and organizations.
- Generation, dissemination and use of renewable energy technologies and innovations as a national public good and

based on systems and institutional processes and not focused on individual or association ownership.

- Break away from the previously dominant “silo mentality” by enhancing team work.
- Strategic change in structure and overall perception of the NREP, roles and responsibility, as well as control and management of processes and products.
- Improvement and support of better feedback mechanism needs considered as positive criticism for improvement and paradigm shift in the way knowledge and information are management between individual and organizations in Uganda.
- To adopt culture of ownership with an expanded and inclusive Knowledge and information generation and use.
- Improved transparency on how financial resources and knowledge and information generated, shared and used to influence learning, decision making and development.
- Embracing targeted and specific capacity building based on demand and needs implementing associations, individuals, government, and partners.

## ATTENDANCE LIST FOR THE NATIONAL RENEWABLE ENERGY PLATFORM (NREP) STAKEHOLDER CONSULTATION MEETING HELD ON 12th NOV 2021 AT MEMD, 4th FLOOR BOARDROOM

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