



Photo taken by Thomas Fohgrub, Djibouti 2019



DECARBONISING HUMANITARIAN ENERGY

Multi Partner Trust Fund
2023 Narrative Report

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Executive Summary

The Decarbonising Humanitarian Energy (DHE) Multi Partner Trust Fund (MPTF) is a joint initiative delivered by the Global Platform for Action (GPA) hosted at the United Nations Institute of Training and Research (UNITAR), the United Nations Development Programme (UNDP) and NORCAP and administered by the UNDP Multi Partner Trust Fund Office (MPTF-O) to support clean, sustainable, cost-effective, energy in humanitarian response, and to position this support to further facilitate energy access for displaced and host communities in humanitarian settings.

Humanitarian response depends on electricity to support its operations—to power offices, logistics centres, and warehouses in cities, and to support infrastructure and services in field locations. It is the ethical imperative of the humanitarian sector to commit to Do No Harm principles and reduce greenhouse gas emissions as we deliver support to people in places who are disproportionately suffering the most adverse impacts of climate change. Most electricity in humanitarian contexts is supplied by diesel generators, though data on humanitarian energy consumption, diesel consumption, and greenhouse gas (GHG) emissions is quite limited. A 2021 GPA study took a rare look at the scale of emissions produced by diesel and petrol generators in humanitarian settings and using modelling based on data from seven global humanitarian agencies estimated that the sector spends over 100 million USD on fuel annually, resulting in an estimated 200,000 tonnes CO₂eq of GHG emissions.¹ Humanitarian organisations typically lack the capacity to monitor their energy usage, implement energy efficiency measures, and develop sustainable solutions. In addition, industry-standard practices have the potential to significantly reduce electricity usage, costs, and GHG emissions—energy efficient measures alone could reduce consumption significantly.² The DHE MPTF was therefore developed to provide coordinated, countrywide support for energy efficiency and clean energy transitions through a Centralised Clean Energy Service (CCES). The programme is designed to address the structural barriers to energy transitions and unlock transitions at scale. As the programme supports clean energy in humanitarian response, it seeks to leverage this work to expand clean energy access to displaced and host communities.

As the DHE MPTF's founding Programme Partners (PPs), GPA UNITAR, UNDP, and NORCAP are responsible for developing and delivering the DHE. The DHE programme is designed to leverage on the participating organisations' complementary strengths to deliver coordinated technical and structural support that will enable cost-savings and emissions reductions for humanitarian Energy Transition Partners (ETPs) (including UN agencies, INGOs, and L/NAs).

The Global Platform for Action Coordination Unit (GPA CU) is hosted at the **United Nations Institute for Training and Research (UNITAR)**. Since 2018 the GPA CU has been mobilising action to decarbonise humanitarian energy and promote clean energy access in displacement settings through its Steering Group, which includes 16 humanitarian member organisations (among them, 7 UN agencies). The GPA CU focuses on delivering the “Global Plan of Action for Sustainable Energy Solutions in Situations of Displacement,” a plan launched in 2018 that provided the foundation for the DHE MPTF's creation. During the DHE Inception Phase, GPA and the **DHE Secretariat** (hosted at UNITAR) jointly led programme coordination, strategy, and engagement with humanitarian partners. As the program moves into implementation, the GPA will also lead on research, knowledge management, and producing and disseminating learnings and emerging knowledge from the programme.

¹ Sandwell, P., Gibson, M., and Fohgrub, T. (2021), [Estimating the Use of Diesel Generators in Displacement Settings](#).

² More detailed information on the impact of energy efficiency measure on consumption in Grafham, O. and Lahn, G. (2018), [The Costs of Fuelling Humanitarian Aid](#).

NORCAP is part of the **Norwegian Refugee Council** and a global provider of expertise to the humanitarian, development and peace building sectors. NORCAP has extensive experience deploying subject matter experts to the field and existing MOUs with numerous humanitarian agencies to facilitate rapid deployment of specialist expertise. In the context of the DHE MPTF, NORCAP national and roving energy experts will be recruited in DHE's target countries to roll out the CCES without flying in international experts, and to support sustainable operations through training additional local consultants in countries and regions of operation. In 2023 NORCAP's roving energy expert supported operations in pre-coup Niger and worked closely with UNDP's Green Energy Team to facilitate on-the-ground support for CCES rollout. To inform DHE's country workplan, NORCAP completed a country assessment of Niger including a landscape analysis of the country's humanitarian-energy context, stakeholder mapping and analysis, and a presentation of ETP energy data, including diesel generator location and usage. After pivoting to Nigeria post-coup, NORCAP began a Nigeria country assessment to be completed in 2024. In addition to their country-based work, NORCAP supported key deliverables in 2023 by finalising the Theory of Change and conducting a Gender, Inclusivity, and Conflict Analysis for Niger.

The **United Nations Development Programme (UNDP)** brings a long-track record of support and expertise in sustainable energy. UNDP's Green Energy Team (GET) operates a Seven-Step Green Energy Solution, which is an end-to-end process that initiates, monitors, facilitates and supports smart facility implementation from its inception through the commissioning, operation and maintenance phases of energy efficiency and renewable energy projects. In the context of the DHE MPTF, the GET has the technical and surge capacity to deploy the first two steps of the 7-step process (Energy Audits and Business Case development) at scale and free of charge through MPTF support to all interested humanitarian ETPs to incentivise and support transition to sustainable energy. During the Inception Phase the GET reviewed and adapted its 7-step process to support CCES rollout and facilitate some of the DHE's key ambitions including site bundling, aggregated procurement, and third-party delivery models. UNDP also supports the DHE Secretariat with the technical development of the energy finance work package, in particular the development of a derisking mechanism for humanitarian energy contracts.

After receiving USD \$22 million in seed funding from the German Federal Foreign Office (GFFO), the programme's Inception Phase began in January 2023 with priority objectives of building coordination structures within and between UNITAR, UNDP, and NORCAP, establishing roles and responsibilities, solidifying the programme's overall strategic direction, establishing operational structures, and developing the foundational deliverables needed to realise programme objectives and ensure impact. Inception Phase efforts feed into DHE MPTF Program Output I: Strategic Coordination, which "strengthens coordination and collaboration structures that enable country-wide sustainable energy implementation in fragile and humanitarian contexts" and Output II: Technical Assistance and Evidence, which "provides technical assistance and enhances the evidence base to inform the development of concrete business cases for an energy transition in fragile and humanitarian contexts." Although initially planned for 6 months, the Steering Committee formally extended the Inception Phase to 9 months to allow adequate time to complete foundational programme activities, as described in the body of this report.

Key foundational work done by the Programme Partners (PPs) in the Inception phase:

- **Governance setup:** The DHE MPTF recruited initial programme personnel within the PP organisations and in the DHE Secretariat. As the DHE built its team, PP spent time establishing Roles & Responsibilities, aligning understanding of programme scope and objectives, and developing shared programme terminology and coordination structures. The Steering Committee agreed to the Secretariat staff structure for 2024-2026 following consensus around the need for a Secretariat with deeper development and coordination capacity, particularly at the early phase of the programme.
- **Fund and Operational Structure Setup:** Drafted a Manual of Operations (MOP) and associated programme documents (including a Social and Environmental Standards [SES] Framework, Resource Mobilisation Plan, Independent Complaints Mechanism, and Communications Plan). As

part of the Fund setup, NORCAP completed the requisite Harmonised Approach to Cash Transfer (HACT) and Sexual Exploitation, Abuse, and Harassment (SEAH) assessments to onboard as a non-UN MPTF implementing organisation.

- **Design setup:** Following a Programme Partners meeting in Oslo, the Secretariat revised the programme ToR to reflect an expanded scope that includes direct support to energy access projects anchored to CCES-supported humanitarian solar projects. GPA and NORCAP finalised the programme’s Theory of Change (ToC) in the early stages of the Inception Phase, and GPA and UNDP outlined an approach for monitoring emissions leakages to ensure accurate reporting.
- **Foundational Deliverables to support implementation:** With PP support UNDP conducted several foundational activities to support effective programme delivery. The team mapped current LTAs to understand existing options for global, regional, and local procurement and ensure an efficient procurement approach. UNDP reviewed existing processes and tools associated with their 7-step process for energy and adapted to DHE as needed. The team developed an online DHE dashboard that will display energy data (including emissions reduced or avoided) at the site, organisation, and programme level. GPA and UNDP defined options for developing a derisking mechanism to address the early termination clause in humanitarian contracts and derisk contracts for energy service companies.
- **Communications and Partner Engagement:** The Secretariat and PP engaged with humanitarian ETPs at the HQ level to understand support needs and to onboard them to the CCES.

In parallel with the Inception Phase, the Programme Partners began work on Operations Phase activities in its first two pilot countries: Niger and Nigeria. PPs began their work in Niger by conducting a scoping mission in March 2023 with delegates from PP, GFFO, IKI, and IOM to engage with and onboard country-level stakeholders and better understand the country context. The mission provided deeper insights into Niger’s clean energy needs in humanitarian settings that were ultimately integrated into shaping the programme’s design. The PP met in Oslo in June 2023 where they agreed to an expanded programme scope to increase focus on community energy access in humanitarian settings. The ask came at the direction of the GFFO in response to country-specific realities encountered on the mission to Niger where they found fewer diesel generators than expected, and where energy access was a high priority for the pre-coup Nigerien government.



Thomas Fohgrub, GPA founder and Team Leader pictured speaking with community members with NORCAP colleague Hajar Al-Kaddo in Niger, March 2023. This report and this work are dedicated in loving memory to Thomas whose gravitational passion, kindness, and people-first sensibility brought scores of people to a table he built to work towards pragmatic solutions and real impact in humanitarian energy. Thomas passed away in May 2023.

The July 2023 coup in Niger led to a temporary suspension of planned activities, initially due to political uncertainty, and then due to ECOWAS import restrictions through the end of 2023 that precluded continued programme rollout. DHE pivoted to Nigeria as the programme's first pilot country with the intention to resume operations in Niger in 2024.

Key Operations Phase work completed in 2023:

- **Niger:** During the Niger mission the UNDP GET conducted energy audits at five initial sites and developed one full Business Case for a UN health facility that will be used to support an application for (non-DHE) funding in 2024. NORCAP completed a Niger Country Assessment and developed a Gender, Inclusivity & Conflict Analysis for the CCES in Niger. Following the coup, UNDP conducted a project risk analysis for the CCES in Niger. The PPs onboarded and collected data from 16 humanitarian ETPs for 182 diesel generators in Niger and will proceed with building a workplan to support transitions at these sites when country rollout resumes in 2024.
- **Nigeria:** Following the coup in Niger, the PP began activities to support operations in Nigeria in August 2023. As a first step GPA coordinated with GIZ to ensure that DHE activity could efficiently pick up on their previous decarbonisation support to humanitarian organisations where appropriate. In September NORCAP began the Nigeria Country Assessment and GPA presented the initial strategy for using Energy Access workshops to generate community-informed energy access projects that could be supported through the DHE MPTF and anchored to CCES-supported infrastructure. Mercy Corps was selected as a country partner to support workshop planning and organisation, and they made an introductory presentation at the October Steering Committee meeting outlining the value they bring to the collaboration. With SC approval, GPA and the Secretariat began developing a Concept Note outlining the Energy Access workshops in Nigeria in November.

In 2024 the DHE MPTF will continue to roll out the CCES to support clean energy transitions in humanitarian operations in Nigeria, resume operations in Niger, and identify a third pilot country based on inputs from the ETPs. In order to incentivise third-party delivery of solar solutions, the programme will continue with next steps to engage an asset manager for the de-risking mechanism and bundle sites assessed through the CCES. The programme will further develop and define opportunities for developing Energy Access projects in humanitarian settings enabled through blended innovative finance solutions and DHE MPTF support. In order to fast track the programme's energy access work, the programme will develop a Calls for Proposals process to support proof-of-concept Energy Access projects and proactively identify community-driven project concepts by hosting energy access workshops in Nigeria. Looking ahead to the resource requirements required to provide direct support to energy access projects, the Secretariat will aim to bring in additional funds and donors to the MPTF. As the programme carries forward this work, it will engage further expertise from across the humanitarian sector by convening an Advisory Board to formalise humanitarian colleagues' strategic and technical inputs to the programme.

Programme Purpose

The main focus of the DHE is to design, implement and maintain a Centralised Clean Energy Service (CCES) to support a reduction in greenhouse gas emissions in humanitarian operations by supporting a transition to more sustainable sources of energy, and exploring options to increase energy access in displacement settings through the decarbonisation activities of humanitarian actors. The programme is implemented through six work packages:

1. Coordination and Strategic Project Development	Coordinating at global, national, and local levels, background research, connecting suppliers and other local partners to humanitarian organisations, kickstarting country- and region-level implementation, aggregating monitoring and reporting at the country and organisation level, coordinating scale-up of the CCES, collecting and analysing lessons learnt.
2. Evidence and Technical Assistance	Purchasing energy meters and conducting site assessments and energy audits to measure consumption, applying standard sustainable energy project development processes (with energy efficiency considerations) to assess sustainable energy value proposition, developing business cases for humanitarian organisations for individual and bundled sites, developing technical specifications for tender documentation, developing centralised procurement processes.
3. Greening Humanitarian Energy Infrastructure	Supporting implementation, monitoring, and evaluation of concrete sustainable energy projects (energy efficiency solutions and/or sustainable energy systems), producing evidence on public-private collaborations, monitoring systems performance systems, quantifying impact of transitions to sustainable energy solutions.
4. Leveraging Finance	Applying de-risking mechanism to humanitarian contracts, refining contractual frameworks, integrating opportunities for green financing and blended finance solutions.
5. Capacity Strengthening and Knowledge Sharing	Training on programme design through a standard project development process (UNDP 7 Step Green Energy Solution), vocational training for end users/communities on installation, operations and maintenance of sustainable energy systems, producing and disseminating knowledge products through webinars, events, and international conferences.
6. Enabling Community Access	Supporting creative business model development and implementation to extend electricity to communities and community resources, supporting innovative community-based energy access funds

Through these work packages the programme seeks to improve clean energy access in humanitarian settings and reduce GHG emissions in alignment with Sustainable Development Goals 7 and 13.

As per the programme ToR, the DHE MPTF establishes its overall goal through two overarching indicators:

1. Reduction of greenhouse gas emissions achieved (measurement: Tonnes of CO₂eq); and
2. Reduction of energy costs achieved through the implementation of sustainable energy solutions (measurement: EUR).

The programme scope originally focused on supporting humanitarian actors in transitioning away from reliance on costly diesel generators and in derisking, standardising, and facilitating private sector entry in order to enable more sustainable third-party delivery models. The CCES will accomplish this by addressing key structural barriers, including costly procurement for small, remote projects and the early termination clause in humanitarian contracts.

Challenges

Solutions

Energy projects traditionally funded via grant-based models that are not self-sustaining	<ul style="list-style-type: none"> • Development of viable third-party service delivery models to improve sustainability and cost-effectiveness of energy systems and to shore against risk of stranded assets
Early termination clause in humanitarian contracts renders them too high-risk to attract the private sector at market rates	<ul style="list-style-type: none"> • Derisking mechanism to offset risk of early termination and drive down costs
Humanitarian energy projects are too remote and small-scale to be attractive to the private sector	<ul style="list-style-type: none"> • Bundling projects within geographic areas to create economies of scale
Short-term humanitarian budget cycles unsuited to energy projects	<ul style="list-style-type: none"> • Multi Partner Trust Fund that provides multi-year funding & is unconstrained by annual budget cycles • The DHE MPTF Programme Partners to provide support to all phases of the project cycle
Limited in-house technical capacity in humanitarian organisations to advance sustainable energy	<ul style="list-style-type: none"> • Coordinated support to centralise existing and emerging knowledge, processes, and tools in the humanitarian and development sectors and mobilise energy transitions at scale
Poor internal and external coordination to advance energy transitions at scale and identify synergistic opportunities to promote clean energy access	<ul style="list-style-type: none"> • A centralized service to strengthen coordination and collaboration between actors and stakeholders • A coordinated entry point for private sector to incentivize engagement and grow local energy markets

Inception Phase

The Inception Phase is an opportunity to define a programme’s value-add and develop a strong foundation. The DHE’s originally planned Inception Phase was set to last from January–June 2023 to carry out the groundwork to support effective and impactful operationalisation. The Secretariat requested a 3-month extension to the end of September 2023 to complete inception phase deliverables. The basis for the extension request was two-fold.

Given the ambitious nature of the programme, the DHE encountered some developmental questions that required more time investment than originally planned for in a six-month Inception Phase. The novel inter-organisational delivery structure of the programming in particular required considerable coordination efforts. This effort included onboarding and developing buy-in across partners and mapping out and establishing alignment on the DHE Program Partners’ roles and responsibilities. The Secretariat considered these efforts a worthwhile time investment both in terms of setting a sound foundation to ensure quality and impact in the operations phase and given that the structure of the DHE has the potential to serve as an inspiration and blueprint for other inter-organisational programs in the humanitarian and development sectors to leverage on their respective strengths and deliver cooperative programming.

The programme unexpectedly lost the GPA Team Lead in May 2023. The completion of several inception deliverables was delayed due to team restructuring, personnel constraints, and the human need for the DHE team to process and adjust to the loss.

Inception Phase Outcomes

In June 2023 NORCAP hosted the Programme Partners and the GFFO focal point at the NRC offices in Oslo to discuss the closeout of the Inception Phase, lessons learned from the mission to Niger, and the transition into the Operations Phase. At the programme’s inception, each organisation’s role in the programme structure seemed clear. As the Inception Phase progressed, however, it became clear that more thoughtful design and onboarding work needed to be done to ensure that roles and responsibilities were clearly delineated—particularly in activities that required cooperative action with more than one partner—and to ensure that each team member was onboarded to the programme’s driving goals and understood how their workstream fit into the larger picture. The meeting offered the opportunity to strengthen coordination and alignment, co-create priorities, improve coherence in programme structures, and establish a DHE “modus operandi” built around shared motivating values.

Two days of programming included team building sessions interspersed with programme development sessions that sought to strengthen and inform programme development with the following objectives in mind:

- Build team identity and establish shared motivating values.
- Strengthen alignment in programme approach and processes.
- Facilitate strategic and process-oriented discussions to generate ideas and decisions that directly inform structures and outputs in the Operations Phase.

We exist to impact people’s lives by providing sustainable energy in displacement settings through collective, coordinated, holistic action. We are driven by a sense of urgency and a commitment to deliver at scale.



DHE Programme Partners meeting Oslo, June 2023 hosted by NORCAP. Pictured: colleagues from NORCAP, UNDP, GPA, DHE Secretariat, and GFFO. The above motivation statement was co-created by the DHE team during one of the team-building sessions.

By the close of the workshop, attendees expressed feelings of stronger team identity and alignment in understanding, developing, and implementing the DHE programme. Team members further engaged in in-depth discussions that informed key take-aways, decisions, and next steps, and which are described in the Oslo Partner Meeting Report.³

As the team processed the main learnings from Niger at the Oslo meeting, it became clear that some of the most significant information gleaned from the mission was that energy access needs outweighed decarbonisation needs—the team encountered far fewer diesel generators supporting humanitarian infrastructure than expected. The DHE ToR originally specified that the MPTF would not be facilitating energy access projects through direct grants. In version one of the DHE ToR, Work Package 6 energy access outcomes were tied to:

1. Oversizing humanitarian solar solutions to support nearby communities (e.g. electrifying nearby healthcare facilities or community centres, electrifying productive use activities, and powering battery charging programs) and
2. Research, co-ordination, and technical assistance for leveraging private sector presence and applying innovative finance instruments to extend electricity access to conflict and crisis affected communities—the programme did not originally provide for direct support (grants) to develop energy access projects.

The Niger mission takeaways led to a request from GFFO to reshape the programme to financially support energy access work. GFFO formally shared the request at the PP meeting in Oslo, and as a result the Secretariat proceeded with drafting revisions to the ToR for Steering Committee approval clarifying that MPTF funds could be applied to directly support humanitarian energy access projects.

In July 2023 the Steering Committee approved the decision to make clarifying amendments to the ToR specifying that MPTF funds could be directly applied to support community energy access. The amended ToR was shared with the Steering Committee in August 2023, and changes approved by the Steering Committee in the November 2023 meeting. In 2024 the programme will define the pathways for applying MPTF funds to bring energy access projects to implementation.

Progress and Achievements

Key 2023 Outputs Structured by Programme Outcome

The below table outlines key activities and deliverables mapped onto DHE Programme Outputs. Activity leads are indicated in parentheses, though PPs often supported the development and delivery of activities even in places where one lead is indicated. The Inception Phase focused primarily on deliverables supporting Outputs I and II (Strategic Coordination and Technical Assistance and Evidence). Although the Operations Phase did not officially begin until October 2023, the programme did carry forward select Operations Phase activities in parallel with the Inception Phase. DHE-specific activities feeding into Output V (Capacity Strengthening and Knowledge Sharing) will pick up as learnings and best practices from DHE implementation becomes available.

³ [DHE MPTF Oslo Partner Meeting Report](#)

Output	Inception Phase Activities	Operations Phase Activities	Outcomes
<p>Output I: Strategic Coordination Strengthen coordination and collaboration structures that enable country-wide sustainable energy implementation in fragile and humanitarian contexts.</p>	<ul style="list-style-type: none"> Established DHE governance structure and PP Roles & Responsibilities, aligned understanding of programme scope and objectives, and developed shared programme terminology and coordination structures (PP) Recruited personnel across PP and DHE Secretariat at the HQ level and adapted internal team structures to accommodate interorganisational DHE programme delivery that leverages PPs respective capacities and strengths (PP) Hosted in-person PP meeting in Oslo in June 2023 to improve team cohesion and align on the way forward as the programme transitioned from the Inception to Operation Phase (S) Convened monthly Steering Committee meetings (S) Onboarded 16 Energy Transition Partners (ETPs/humanitarian users of the Centralised Clean Energy Service (CCES) at the HQ and country level (GPA) Drafted DHE Manual of Operations (MOP) to document the DHE MPTF's operating procedures and guidelines (S) Drafted Social and Environmental Standards (SES) Framework (UNDP) Finalised Theory of Change (NORCAP) 	<ul style="list-style-type: none"> March 2023 mission to Niger: met with relevant ministries, regional representatives, sultans, regional authorities, and humanitarian organisations (PP) Completed Niger Country Assessment report (NORCAP) Partially completed Nigeria Country Assessment report (NORCAP) Drafted Gender, Inclusivity, and Conflict Analysis report for the CCES in Niger (NORCAP) Collected data on 182 diesel generators in Niger (GPA) 	<ul style="list-style-type: none"> Interorganisational team and management structures aligned in goals and capable of carrying forward DHE programme objectives Foundational programme documents in place to guide implementation Groundwork established to provide coordinated and effective CCES that will support ETP's in transitioning away from diesel generators Humanitarian ETP buy-in to develop the CCES' demand side and inform the service's ongoing, demand-driven development Identification of and engagement with key country-level stakeholders in Niger A deeper understanding of Niger's national and regional strategic priorities, regulatory environment, and energy access needs Initial CCES work conducted in Niger that can be picked up again once roll out is underway in Nigeria and post-coup import challenges have eased
<p>Output II: Technical Assistance and Evidence Provide technical assistance and enhance the evidence base to inform the development of concrete business cases for an energy transition in fragile and humanitarian contexts.</p>	<ul style="list-style-type: none"> Reviewed UNDP's 7-step green energy process through consultations with PPs and ETPs to assess ways to adapt Energy Monitoring Devices (EMD), Energy Audits, and Business Cases (BC) to DHE programming and allow for tailored, demand-driven solutions for ETPs, and to accommodate 3rd party delivery models (UNDP) Mapped current LTAs in UNDP to understand existing options for global, regional, and local procurement, and ensure an efficient approach for aggregated procurement through DHE (UNDP) 	<ul style="list-style-type: none"> Recruited Niger/Nigeria-based NORCAP Roving Energy Expert and trained expert on the UNDP 7-step process (NORCAP) Conducted energy audits in 7 initial sites in Niger during Scoping Mission (UNDP) Developed one business case with EMD audit and 5 business cases without energy audits (UNDP) 	<ul style="list-style-type: none"> DHE-specific technical support structures in UNDP GET designed to support BC development adapted to humanitarian settings, aggregate procurement for cost efficiency, and support third party delivery UNDP-led Inter-Agency working group for EMDs (formed at the GFFO and UNHCR-hosted workshop in Berlin in October 2023) Country-based NORCAP expert in place to carry forward the CCES' energy assessment work and train additional country-based national energy experts to be hired in 2024

	<ul style="list-style-type: none"> • Developed data collection tools to collect data from ETP sites (PP) • Established approach and programme guidelines for monitoring emissions leakages (UNDP/GPA) • Convened monthly Technical Meetings 		<ul style="list-style-type: none"> • Leakages monitoring in place to ensure accurate emissions reductions reporting • Initiated process for Energy Audits and business case development (steps 1 & 2) in Niger • Following the suspension of operations in Niger, pivoted to Nigeria, refined process for steps 1 & 2 to carry forward in Nigeria in 2024
<p>Output III: Greening Humanitarian Energy Infrastructure Increase in implemented sustainable energy infrastructure projects in fragile and humanitarian contexts.</p>	<ul style="list-style-type: none"> • Developed a DHE Dashboard to display energy data including energy consumption and emissions reduced/ avoided at the organisation and country-level (UNDP) 		<ul style="list-style-type: none"> • Centralised monitoring platform to track program impact and enable organisations to better understand cost-savings/ emissions reductions achieved through the CCES, and incentive further action
<p>Output IV: Leveraging Finance Increase in public and private finance leveraged to enable the transition to sustainable energy infrastructure within fragile and humanitarian contexts.</p>	<ul style="list-style-type: none"> • Began exploring path to develop a derisking mechanism to address the early termination clause in long-term contracts (UNDP) 		<ul style="list-style-type: none"> • Consulted with Mercy Corps and agreed to take forward scoping work done on the derisking facility by Energy MRC, select a partner to design the facility, and engage a fund manager through DHE MPTF to capitalise funds for implementation
<p>Output V: Capacity Strengthening and Knowledge Sharing Enhanced skills and knowledge at the local, national and international level to support the energy transition in fragile and humanitarian contexts.</p>	N/A	N/A	N/A

Output VI: Enabling Community Energy Access and Innovation

Support new energy access connections for communities and/or individuals within fragile and humanitarian contexts.

- Revised programme ToR to specify that DHE MPTF funds can be used to provide direct support to community energy access work (S)

- Initial plans for a Calls for Proposals process to fast-track proof of concept energy access projects in Nigeria in 2024
- Initial plans for a partnership with Mercy Corps and the GPA Roadmaps for Energy Access in Displacement Settings (READS) team to conduct energy access workshops in Nigeria to consultatively identify opportunities for energy access projects

Challenges and Lessons Learned

The Inception Phase offered the opportunity to identify coordination, capacity, and design challenges early, and to adapt our programming and approach to strengthen programme roll out. In response to challenges faced in the Inception phase, DHE PP have transformed challenges into learnings, and learnings into practice.

Ways of Working

Challenge: Interorganisational coordination between Programme Partners. At the start of the programme each PP's role within the programme structure seemed clear, however as the Inception Phase proceeded it became evident that more groundwork needed to be done to align PPs on a deliverables approach. The PP all add value to the DHE through their own existing programmes, but bringing multiple international organisations into a new programme is a substantial task. Establishing and communicating clarity around each PP's role in the context of the larger program was essential to enable the team to progress on deliverables adapted to DHE needs. This meant significant groundwork in designing coordination structures and tracing out roles and responsibilities, particularly in places where PP responsibilities overlapped. The development of PP's capacity to cooperatively carry forward activities as a coordinated, aligned team was essential to building a strong foundation for tackling the programme's most salient, interesting challenges. An initial lack of internal onboarding meant that many support personnel did not feel a sufficient sense of clarity and ownership to deliver on programme deliverables efficiently and effectively. This was exacerbated by limited capacity of senior management to take on additional responsibility associated to the DHE within and across PPs.

Way forward: Alignment and buy-in across PPs is essential to ensure programme quality and impact. By the end of 2023 the programme partners have already made significant strides in improving alignment and internal buy-in to foster coherence and collaborative action toward shared objectives. **In-person collaboration has the potential to accelerate progress at key development points and create durable impact on team dynamics.** The primary goals for the PP meeting in Oslo were designed to address the above described challenges: 1) Build team identity and establish shared motivating values and 2) Strengthen alignment in programme approach and processes. The meeting was effective in achieving these goals; by the close of the

meeting, attendees expressed feelings of stronger team identity, clearer understanding of DHE goals, and aligned approach to developing, and implementing the programme. The durable impacts of the Oslo meeting have allowed personnel across the PP to operate as “one DHE” team, and the effects of this improved cohesion have been materially felt throughout programme development efforts since.

Operational Structures and Programme Leadership

Challenges: A “lean” approach. In an effort to minimise overhead programme costs and embrace cost-efficiency through mobilising existing resources where possible, the programme elected to keep a very lean Secretariat and draw on the capacity of PP to support coordination and implementation. An initially underequipped Secretariat and insufficient staff across PP compounded coordination challenges and slowed rollout; in the long-term, opting for a too-lean staffing approach undercuts delivery on programme goals. The early-stage development and rollout of a programme that has transformative ambitions is a resource-intensive process that cannot be successfully delivered on without sufficient, qualified staffing.

Programme Leadership: The unexpected passing of Thomas Fohgrub in May 2023 left a significant resource gap at the decision-making level. As GPA Team Leader, Thomas was integral to the work that informed the DHE MPTF’s creation. His deep knowledge of the sector’s challenges and clarity of vision would be difficult to replace under any circumstances. In the early stages of the programme and against the backdrop of existing coordination challenges and an already lean senior management structure, this loss in leadership significantly impacted programme rollout.

Way forward: Sufficient and appropriate staffing (at the right level and with the right experience) to deliver on the programme. In the long-run, short-staffing can lead to longer timelines and less efficient operation, ultimately increasing costs. Ensuring the programme has enough senior decision-makers is essential to prevent operational bottlenecks and maintain efficiency. With this in mind, the Steering Committee has approved the 2024 and 2025 DHE Secretariat budget, including the revised DHE Secretariat structure, to accelerate implantation in 2024.

Insecurity and Conflict

Challenge: Instability in humanitarian contexts. On July 26, 2023, a military coup d’état occurred in Niger leading to the removal and detainment of then president, Mohamed Bazoum. The coup resulted in movement restrictions due to border closures, demonstrations in the capital Niamey, and sanctions imposed by ECOWAS and other international bodies. At the August SC meeting SC members agreed to pause Niger activities, continue monitoring the situation, move forward with onboarding ETPs and initiating rollout in Nigeria, and resume Niger programming pending the country situation and our ability to move forward with activities.

Way forward: Mitigate challenge of uncertain contexts by remaining adaptive and managing risks. Working in DHE’s target setting requires agility and a robust risk assessment and management strategy in order to ensure operations can anticipate and nimbly but strategically react to conflict and other shocks.

Humanitarian Coordination

Challenge: Information sharing across UN Agencies. Some organisations are reluctant to share information, data, tools, or lessons learned. In some instances, this can slow the onboarding of UN ETPs to the program and make it difficult generate buy-in to a more resource-efficient, centralised, country-wide UN approach to solarising UN humanitarian operations.

Way forward: Position the DHE MPTF as a neutral, collaborative initiative in order to strengthen its ability to 1) onboard ETPs and especially UN agencies from across the humanitarian sector and 2) feed programme outcomes back through knowledge-sharing activities that will strengthen sector-wide efforts around decarbonisation.

2024 Outlook

In 2024 the DHE MPTF will build off of the foundational work of 2023 to roll out the CCES in Nigeria, resume operations in Niger, and identify a third pilot country.

As immediate next steps to facilitate private sector engagement and third party delivery, DHE will further develop the de-risking mechanism, secure an asset manager to capitalise funds for its implementation, and pilot the process for bundling sites assessed through the CCES.

The programme will further develop and define opportunities for developing Energy Access projects in humanitarian settings enabled through blended innovative finance solutions and DHE MPTF support. In order to fast track the programme's energy access work, the programme will develop a Calls for Proposals process to support proof-of-concept Energy Access projects and proactively identify community-driven project concepts by hosting energy access workshops in Nigeria. As the programme carries forward this work it will engage further expertise from across the humanitarian sector by convening an Advisory Board to formalise humanitarian colleagues' strategic and technical inputs to the programme.

Looking ahead to the resource requirements to support the expanded scope of the programme to provide direct support to energy access projects, the Secretariat will aim to bring in additional funds and donors to the MPTF.

The DHE secretariat and programme partners deeply appreciate the invaluable support from the Steering Committee members and the GFFO team during the second semester of 2023. Their assistance in approving the new structure for the DHE secretariat and their regular check-ins with the DHE staff have been instrumental.

Looking ahead to 2024, the reinforcement of additional resources, including the Head of the DHE secretariat and Programme Officers, will be a welcome addition as we roll out the Operations Phase of this initiative. The team is excited about the enhanced capabilities this brings and looks forward to the continued support of the Steering Committee.

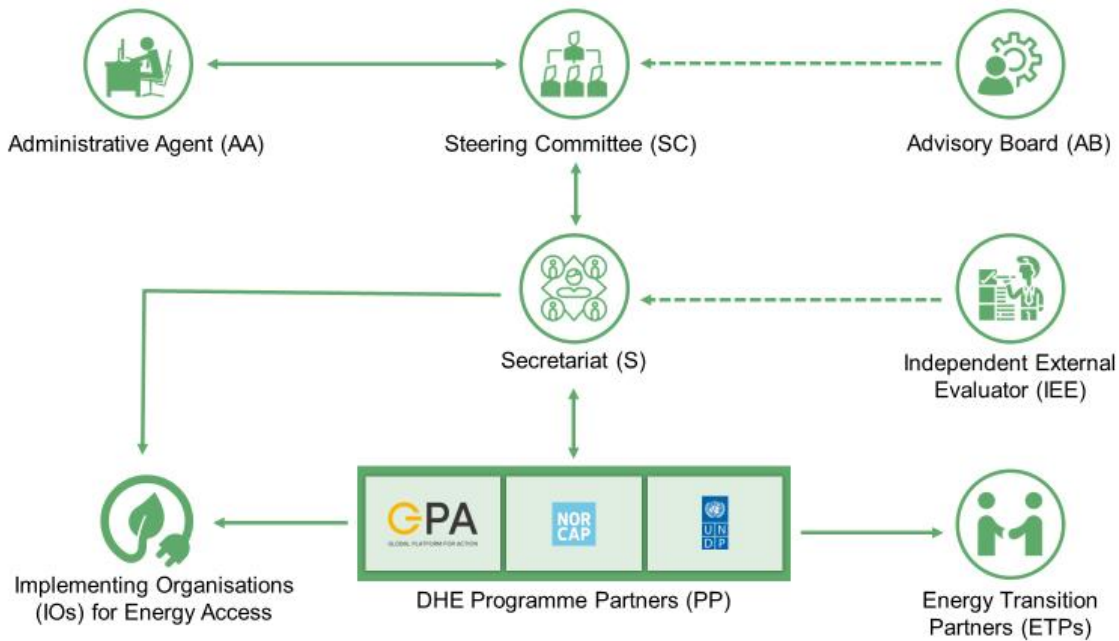
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Appendix I: Outline of DHE MPTF Governance Structure



Appendix II : Programme Documents and Communications

- [DHE MPTF ToR \(Version 2\)](#)
- [The DHE MPTF Manual of Operations](#)
- A [Value Proposition two-pager about the Centralised Clean Energy Service](#) shared with Energy Transitions Partners to support knowledge sharing and advocacy in their respective organisations