



# DECARBONIZING HUMANITARIAN ENERGY

Multi Partner Trust Fund

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## 2025 Narrative Report

This report is the Consolidated Annual Report for the Decarbonizing Humanitarian Energy Multi-Partner Trust Fund (DHE MPTF), covering the year 2025. It was produced by the DHE MPTF's Secretariat with contributions from Programme Partners, UNITAR, Global Platform for Action for Sustainable Energy in Displacement Settings (GPA), NORCAP (part of the Norwegian Refugee Council) and UNDP.

COORDINATED BY:



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Federal Foreign Office



## Executive Summary

2025 was a pivotal year for the DHE: the Fund transitioned away from its original Centralised Clean Energy Service (CCES) operating model at the end Q1. It underwent a comprehensive review and restructuring process starting in Q2, leading to the development of an updated Fund approach to be adopted in 2026.

At the start of 2025, Programme Partners' (PPs) efforts focused primarily on the resumption of activities under the CCES following a pause of programmatic activities in Q4 2024.<sup>1</sup> Alongside this work, PPs developed revised delivery plans for the remainder of 2025 and 2026, aiming to strengthen the CCES offer, better integrate and prioritize energy access and streamline processes and costs.

Despite continued efforts to establish foundations for the roll out of the CCES in Nigeria, leading to some promising developments in 2024 and early 2025 – such as the onboarding of 24 humanitarian organizations as ETPs and the provision of technical assistance to seven of them – progress towards targets was slower than expected, operational challenges persisted, and gaps in the CCES offer remained. A more comprehensive assessment and realignment exercise was necessary to address the root causes of longstanding challenges and set the DHE on a path to success.

For that reason, the Steering Committee (SC) mandated the launch of a review and restructuring process of the DHE, starting in Q2 2025. During this process, CCES activities were suspended to preserve the DHE's resources. PP efforts thereafter were focused on responsibly phasing out CCES activities and supporting the completion of the restructuring of the Fund.

As a starting point, the SC commissioned an independent Mid-Term Review (MTR), which was completed in Q4 2025. The MTR served both as a retrospective assessment and as a forward-looking exercise, gathering insights from a variety of stakeholders and serving as a key input to inform the restructuring process. The MTR notably reaffirmed the relevance of the Fund and the need to maintain and further reinforce its dual focus on decarbonization and energy access.

This process culminated in the development of a renewed Fund approach – including an updated Theory of Change – which is captured in revised Terms of Reference (ToR) for the Fund.<sup>2</sup> The updated design defines a coherent mission and scope for the Fund, anchored in its dual purpose of accelerating energy transitions and enabling energy access. It repositions the DHE as a more flexible Fund, fully embracing the MPTF mechanism, and enabling it to support a portfolio of complementary projects that contribute to its outcomes.

In 2026, the Fund aims to expand its coalition of partners and resume programmatic activities under its revised approach. With the majority of its initial capitalization still available, the Fund is well-positioned to support an initial portfolio of projects through dedicated, flexible, and multi-year funding, and to start delivering tangible results on the ground in the near term.

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<sup>1</sup> More information on the pause of CCES activities can be found in the [2024 Consolidated Narrative Report](#).

<sup>2</sup> Pending SC approval at the time of reporting in May 2026.

## Background: The DHE MPTF

The Decarbonizing Humanitarian Energy Multi-Partner Trust Fund (DHE MPTF), was established at the end of 2022 to support humanitarian sector decarbonization and energy access in displacement settings, bringing together the Global Platform for Action on Sustainable Energy in Displacement Settings (GPA) hosted by UNITAR<sup>3</sup>, UNDP and NORCAP (part of the Norwegian Refugee Council), with initial funding from the German Federal Foreign Office (GFFO) through the International Climate Initiative (IKI). The DHE MPTF brings together a coalition of UN and non-UN partners with complementary mandates, expertise, and capabilities to jointly advance its objectives.

The DHE seeks to support the humanitarian sector transition to sustainable and efficient energy solutions to reduce reliance on costly diesel and greenhouse gas emissions and facilitate energy access for displaced and host communities. To achieve this, the Fund mobilizes resources to develop, deploy and scale innovative, context-appropriate delivery models and financing schemes that accelerate access to sustainable energy solutions for those who need them most.

In the original DHE approach, the Programme Partners (PPs) UNDP, NORCAP, and the GPA (hosted by UNITAR), were responsible for developing and delivering a Centralised Clean Energy Service (CCES), which was designed to deliver coordinated technical and structural support to enable cost savings and emissions reductions for humanitarian Energy Transition Partners (ETPs) that included UN agencies, INGOs, and local/national authorities. The original CCES approach was implemented through six work packages, defined in the [DHE's ToR](#) and summarized in the table below.

<b>1. COORDINATION AND STRATEGIC PROJECT DEVELOPMENT</b>	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.
<b>2. EVIDENCE AND TECHNICAL ASSISTANCE</b>	Purchasing energy monitoring devices 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.
<b>3. GREENING HUMANITARIAN ENERGY INFRASTRUCTURE</b>	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, and quantifying impact of transitions to sustainable energy solutions.
<b>4. LEVERAGING FINANCE</b>	Applying de-risking mechanism to humanitarian contracts, refining contractual frameworks, integrating opportunities for green financing and blended finance solutions.
<b>5. CAPACITY STRENGTHENING AND KNOWLEDGE SHARING</b>	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.
<b>6. ENABLING COMMUNITY ACCESS</b>	Supporting creative business model development and implementation to extend electricity to communities and community resources, supporting innovative community-based energy access funds.

<sup>3</sup> In 2026, the GPA Coordination Unit moved to a new host, the United Nations Office for Project Services (UNOPS).

# Progress and Achievements

## Q1 2025: Centralised Clean Energy Service

Activities in Q1 2025 focused on the resumption of the CCES’s programmatic activities after an activity freeze that ran from October 2024 until the end of the year<sup>4</sup>. This included engagement with ETPs in Nigeria, further development of energy audits and business cases and new Energy Monitoring Device (EMD) installations at prioritised sites. Alongside this work, the PPs were tasked by the SC to develop revised delivery plans for the remainder of 2025 and 2026, to strengthen the CCES offer, better integrate energy access and streamline processes and costs.

The table below outlines the key CCES activities delivered by the PPs under the six work packages, during Q1 2025.<sup>5</sup>

**TABLE 1: Key CCES activities completed in Q1 2025**

Work Package	Key activities
<b>1: Coordination and Strategic Project Development</b>	CCES preparatory activities, including site identification, prioritisation and bundling, and incorporation of community energy access opportunities. (NORCAP)
	Ongoing ETP onboarding, engagement and coordination, including site status tracking. This included ETPs onboarded in 2024 (6) and ETPs newly onboarded in 2025 (1). (NORCAP, UNDP)
	Ongoing headquarter level stakeholder engagement and communications. (GPA/UNITAR)
	Methodology for recording emissions from replaced diesel generators developed in updated Leakage Strategy. (GPA/UNITAR)
<b>2: Evidence and Technical Assistance</b>	Ongoing data collection and technical support for ETP facilities with installed EMDs. This included ETP facilities with EMDs installed in 2024 (7) and new EMD installations completed in 2025 (5). (NORCAP, UNDP)
	New EMD installations completed in five facilities to collect and analyse data for energy audits. Installations completed for ETP facilities operated by SOS Children’s Village, Première Urgence Internationale (PUI), and the International Rescue Committee (IRC) located in Maiduguri, and Pulka. (NORCAP)
	Five business cases finalized and presented to ETPs, followed by detailed presentations and discussions on the next steps. One ETP, Food and Agriculture Organization (FAO) moved ahead with implementation and proceeded to Step 3 of the 7-step process (Procurement and Site Preparation). (UNDP)
	Development of an approach for inclusion of energy efficiency in audits and business cases. (UNDP)
<b>3: Greening Humanitarian Infrastructure</b>	DHE Dashboard development to incorporate updates to devices, display and measurement functions. (UNDP)
	Two ETP sites for SOS Villages in Abuja and Gwagwalada, added to DHE Dashboard to enable access data and dashboard functions. (UNDP)
<b>4: Leveraging Finance</b>	Concept and workplan for a De-Risking Facility developed, including a detailed roadmap for establishing such a facility. (UNDP with UNCDF)
<b>6: Enabling Community Access</b>	Analysis of community energy needs, enabling environment and potential business models through the <a href="#">GPA READS Nigeria Report</a> . (GPA/UNITAR)
	Support to the preparation of the DHE’s Energy Access Framework to integrate energy access proposals in the DHE’s programme of work. (all)

<sup>4</sup> Details of 2024 activities and the activity freeze are available in the DHE’s [2024 Narrative Report](#).

<sup>5</sup> This covers activities of PPs spanning 12 projects which constitute the CCES.

## Q2-Q4 2025: Review and restructuring of the DHE MPTF

Since its inception, the DHE has faced an number of setbacks<sup>6</sup> and experienced protracted structural, operational, and governance challenges, which have affected its effectiveness and overall performance – as documented in the DHE's [2023](#) and [2024](#) consolidated narrative reports and individual project reports from PPs (available [here](#)). Lessons from the inception phase (Q1 2023 - Q1 2024), pilot activities in Niger in 2023, and the initial operationalization of the CCES in Nigeria in 2024, highlighted the need for adaptive management measures to address these challenges and strengthen several areas of the DHE.

Despite continued efforts to make the necessary adjustments and establish foundations for the roll out of the CCES in Nigeria, leading to some promising developments in 2024 and early 2025 – such as the onboarding of 24 humanitarian organizations as ETPs and the provision of technical assistance to seven of them – progress towards targets was slower than expected and gaps in the CCES offer remained. As the development of revised delivery plans was under way in early 2025 ([see above](#)), it became clear that a more comprehensive assessment and realignment exercise was needed to address the root causes of longstanding challenges – some of which stemmed from the DHE's original design, its operational and management arrangements, and the distribution of roles between partners under the CCES model. A more fundamental reset was necessary to set the DHE on a path to success.

For this reason, the SC mandated the launch of a review and restructuring process of the DHE, starting in Q2 2025. During this process, CCES activities were suspended to preserve the DHE's resources – CCES activities in Nigeria had only resumed in early 2025 following an activity freeze in Q4 2024, and these were limited to a small number of active sites. PP efforts thereafter were focused on responsibly phasing out CCES activities<sup>7</sup> and supporting the completion of the restructuring of the Fund.

### *Mid-Term Review*

As a starting point and a crucial milestone in the realignment process, an independent Mid-Term Review (MTR) was commissioned by the SC, which was completed in Q4 2025. The MTR served both as a retrospective assessment and as a forward-looking exercise, gathering insights from a variety of stakeholders and serving as a key input to inform the restructuring process. The [MTR report](#) articulates a set of key findings, lessons and conclusions, identifying key areas for improvement and actionable recommendations to help map a way forward. The MTR notably reaffirmed the relevance of the Fund and the need to maintain and further reinforce its dual focus on decarbonization and energy access.

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<sup>6</sup> Including the July 2023 coup in Niger which disrupted the DHE's pilot activities in the country.

<sup>7</sup> PPs identified and implemented the necessary steps for the responsible phase out of CCES activities in Nigeria and the completion of any critical activities. This included among other activities maintaining engagements with stakeholders and communicating/ coordinating with ETPs through the restructuring process (led by the GPA and NORCAP). For sites where EMDs had been installed (12 sites), handing over equipment and providing guidance to ETPs for the ongoing management of devices including on operation and maintenance, troubleshooting, e-waste and environmental compliance. For sites where business cases had been completed (5 sites), ETPs could engage with the UNDP ITM Green Energy Team should they wish to proceed further – one ETP (FAO) proceeded to the procurement and site preparation phase. More details can be found in the respective PP annual reports [here](#).

### *Fund Restructuring*

Building on the MTR and drawing on the PPs’ technical expertise and understanding of the sector, lessons from the DHE’s initial years of operation, a review and analysis of the existing knowledge base<sup>8</sup>, broad consultations with internal and external stakeholders, and under the guidance of the SC, the restructuring process culminated in the development of a renewed approach for the DHE.

Most notably, this included the development of a renewed Theory of Change, setting out the Fund’s intended impact, overall goal, and Fund-level outcomes. The updated design seeks to define a coherent mission and scope for the Fund, anchored in its dual purpose of accelerating energy transitions and enabling energy access. It repositions the DHE as a more flexible Fund, fully embracing the MPTF mechanism<sup>9</sup>, with a broader range of implementation pathways – enabling the Fund to support a portfolio of complementary projects that contribute to its outcomes.

The updated approach will be captured in revised Terms of Reference for the Fund<sup>10</sup>, to be supplemented by an updated Manual of Operations and other key documents – including a Results Framework and Monitoring Evaluation and Learning (MEL) guidelines – paving the way for the resumption of programmatic activities in 2026.

### *Fast-track Funding Window*

To support the planning and resumption of programmatic activities in parallel with the ongoing restructuring, the SC approved the launch of a “fast-track” funding window open to existing PPs in November 2025.<sup>11</sup>

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<sup>8</sup> Including, the GPA’s extensive body of work and insights from the humanitarian energy sector.

<sup>9</sup> The original design had framed the CCES as the DHE’s central delivery model, limiting flexibility and alternative implementation pathways. While the MPTF modality was not fully leveraged under the initial design, according to the MTR it remains the appropriate mechanism for the Fund’s mandate. The updated approach therefore retains the MPTF modality while removing the single-pathway CCES approach.

<sup>10</sup> Pending SC approval at the time of reporting in May 2026.

<sup>11</sup> Funding proposals from PPs are under consideration by the SC at the time of reporting in May 2026.

## Results

The table below presents the DHE’s results against goal and output indicators defined in the DHE’s ToR. Where included for selected indicators, planned targets refer to those defined in the DHE’s ToR and reported against in the Fund’s [2024 Consolidated Narrative Report](#).

**TABLE 2: Fund Indicator Results**

#	Description	Metric	Planned Target	2025 Results	Cumulative Results <sup>12</sup>
0.1	Greenhouse gas emissions reductions achievement	Tonnes of CO <sub>2</sub> eq	N/A	0	0
0.2	Energy cost savings achieved through the implementation of sustainable energy solutions	EUR	N/A	0	0
1.1	Coordination mechanisms in place and operational at the country level	# groups	1	0	0
1.2	Frameworks/plans of policies developed and published	# policies / plans	N/A	0	0
1.3	Sites bundled into a combined tendering process	# sites # projects	N/A	0	0
2.1	Energy audits performed	# audits	200	5	12
2.2	Business cases developed based on energy audits	# business cases	200	0	5
2.3	Humanitarian organisations receiving technical support at steps 1-3 of UNDP 7-step process	# Number and name of ETPs	N/A	1 <sup>13</sup>	7 <sup>14</sup>
3.1	Projects developed and implemented as a result of business case development	# projects	N/A	0	0
3.2	Reduction in diesel consumption	Litres	N/A	0	0
3.3	Reduction in energy demand through energy efficiency measures	kWh	N/A	0	0
3.4	Newly installed renewable energy capacity and battery storage	kWp (solar) kWh (battery) kW (other)	N/A	0	0
4.1	Public funding facilitated/leveraged by ETPs	EUR	N/A	0	0
4.2	Private sector finance leveraged through innovative tools	EUR	N/A	0	0
4.3	Monthly savings gained by ETPs	EUR	N/A	0	0
4.4	Additional funding for the MPTF secured by 2025 and 2030	EUR	N/A	0	0
5.1	People applying skills gained through training/skills development experiences	# people	50	0	27
5.2	Knowledge products produced and disseminated based on projects	# knowledge products	N/A	0	0
5.3	Learning events or advocacy at international / national / local level	# sessions # engagements	N/A	0	4
6.1	Research on community energy demands and local enabling environments to support access	# qualitative reports	1	1	1
6.2	Research on economically viable business models to provide energy access to end-users	# research reports	N/A	1	1
6.3	Additional electricity access connections enabled for individuals, community facilities and/or enterprises	# connections	2	0	0

<sup>12</sup> Cumulative results report the total achievements for the Fund since the start of the CCES operationalization in 2024 until the suspension in 2025.

<sup>13</sup> The 2025 figure counts the number of new ETPs receiving technical support in addition to the 6 ETPs receiving ongoing support initiated in 2024.

<sup>14</sup> Names of ETPs – World Food Programme (WFP), Food and Agriculture Organization (FAO), Mercy Corps (MC), International Rescue Committee (IRC), Norwegian Refugee Council (NRC), SOS Children’s Villages (SOS) and Première Urgence Internationale (PUI).

The 2025 results reported in Table 2 represent the achievements of the DHE’s activities in Q1 prior to the suspension of programmatic activities. Whilst significant efforts were made to resume the CCES’s activities in this period, with planning and preparatory work completed and ongoing engagement and coordination with ETPs, the limited results achieved reflect the operational and governance challenges faced by the DHE. Overall progress towards the planned targets and the cumulative results have been significantly impacted by a variety of factors which are described in this report, individual project reports from PPs (available [here](#)), and are further elaborated upon in the MTR report. The planned targets have now been superseded by the Fund’s restructuring process and will be replaced by a revised Theory of Change and Results Framework developed alongside the amended DHE ToR, in 2026.

## Challenges and Lessons Learned

The problems and systemic barriers the DHE seeks to address are inherently complex, and this is further compounded by the difficult contexts in which it operates. It is therefore important to acknowledge that addressing such challenges takes time and requires patient, adaptable interventions. As such, the first years of operation of the DHE have provided invaluable lessons that can continue to inform its work going forward. The MTR has identified and documented in detail the various challenges the DHE has faced – including fragmented governance, limited Secretariat capacity, and an overly centralised and rigid intervention model – and it provides key lessons and recommendations that have informed its restructuring. In addition, PPs have also documented several challenges and drawn relevant lessons in their respective annual reports (available [here](#)), which will be taken into account for future programming activities.

The realignment process itself involved difficult trade-offs and required a strong commitment from PPs, the SC and the Secretariat, to bring it to fruition. The experience has underscored the need for a strong and well-capacitated Secretariat, balanced governance structures, and a clear delineation of roles among partners – a key takeaway from 2025.

More generally, development and humanitarian assistance are entering a period of contraction at a time when already scarce resources are stretched to their limits. Moreover, in the context of the Humanitarian Reset and the New Humanitarian Compact under the UN80 Initiative, humanitarian agencies are refocusing on their core mandates – underscoring the importance of stronger engagement from development actors. In such a context, the Fund can play a key role, by supporting cross-sectoral collaboration, private sector participation, and innovative financing schemes that can unlock new sources of funding. However, funding shortfalls are likely to affect the sector and may limit opportunities for the Fund, this reality must be factored into its planning and expectations.

Lastly, the complex operational arrangements under the CCES model, split across 12 active projects in 2025 (and another 9 in 2024), led to significant operational and administrative complexity. With these projects now operationally closed, there is an opportunity to resume programmatic activities under a more streamlined approach in 2026.

## Looking ahead to 2026

Despite initial setbacks, 2025 was a highly significant year in the evolution of the DHE. The comprehensive review and restructuring process undertaken during this period has laid the groundwork for a renewed Fund approach – fully embracing the MPTF mechanism and repositioning the Fund as a driver of transformation, from short-term, grant-dependent approaches toward scalable investment in sustainable and increasingly market-based solutions, in line with broader sector trends and shifts.<sup>15</sup>

In 2026, the Fund aims to expand its coalition of partners and resume programmatic activities under its revised Terms of Reference.<sup>16</sup> With the majority of its initial capitalization still available, the Fund is well-positioned to support an initial portfolio of projects through dedicated, flexible, and multi-year funding, and to start delivering tangible results on the ground in the near term.

In March 2026, the Fund’s Secretariat moved to a new hosting agency, UNDP, and it is being re-established with the resources needed to effectively fulfil its fund management functions. The Coordination Unit of the GPA has also moved to a new host in early 2026, the United Nations Office for Project Services (UNOPS).

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<sup>15</sup> A recently published [GPA report](#) on 2025 sector insights highlights several trends and forward-looking recommendations.

<sup>16</sup> Pending SC approval at the time of reporting in May 2026.