

PROJECT INDEPENDENT EVALUATION – MANAGEMENT RESPONSE

Name of programme/office/unit:	DHE Secretariat on behalf of Steering Committee, Participating Organizations (UNDP, GPA/UNITAR, NORCAP/NRC) and MPTF Office		
Name of programme manager and title:	Eduardo Appleyard, Acting Secretariat Lead on behalf of the Steering Committee		
Name of project undertaking:	Decarbonizing Humanitarian Energy Multi-Partner Trust Fund	Project ID	NA
Donor:	German Federal Foreign Office (GFFO)		
Name of review:	Mid-term Review of the Decarbonizing Humanitarian Energy Multi-Partner Trust Fund		
Review Report issuance date:	August 2025		

SECTION I – MANAGEMENT COMMENTS
ON FINDINGS / CONCLUSIONS

The MTR was conducted as part of the broader review and restructuring process of the DHE MPTF initiated in April 2025. The MTR key findings, considerations, recommendations and conclusions further validate the decision to undertake this restructuring process, reaffirming that such measures were both timely and necessary considering the challenges, performance issues and limited progress observed since the Fund's inception.

This management response represents the joint position of the Steering Committee, Participating Organizations, the Secretariat, and the MPTF Office. It recognizes the MTR recommendations as an important input to the ongoing restructuring process, with broad consensus and commitment to strengthening the DHE's governance and stabilizing its Secretariat.

While the findings, considerations, recommendations and conclusions in the MTR report are generally accepted, some nuances and differing perspectives across DHE stakeholders are also reflected in this management response and comments included in the Audit Trail.

Overall, the DHE partners remain committed and focused on advancing and finalizing the restructuring process, applying the lessons learned, and building a more effective and responsive Fund.

SECTION II – REVIEW RECOMMENDATIONS								
Management Response to Recommendations and Planned Action								
Recommendation	Management Response (Accepted, Partially Accepted or Rejected)	Management response comments	Planned action					
			Key action (s)	Responsible	Timeframe (to be implemented by)	Information Source	Budget allocated	Status at the time of completing the MR
Recommendation #1: GFFO should maintain its commitment to the DHE MPTF. The original investment filled a critical funding gap, and the need for this support is arguably more pressing in 2025 than it was when the commitment was originally made in 2022. DHE offers a platform through which Germany can continue to be the leading international donor on energy transitions in fragile settings.	Accepted	<p>The GFFO has played a crucial role in the establishment of the DHE MPTF by providing an initial contribution of USD 22 million in seed funding and by providing strategic guidance to the Fund through its participation as an active member of the Steering Committee. Ongoing support from the Federal Government of Germany is crucial for sustaining the Fund and attracting additional contributions to enable its expansion.</p> <p>In its capacity as a Steering Committee member, the GFFO has expressed strong support for the ongoing review and restructuring of the DHE MPTF and has welcomed the progress achieved to date through this process. It stressed the importance of delivering a renewed Fund that is more effective and better positioned to achieve its intended outcomes, with a greater emphasis on energy access, while also underscoring the urgency of this work.</p> <p>The GFFO has also expressed greater confidence in the DHE through improved Secretariat capacity and support for a longer-term staffing plan to further strengthen its effectiveness and stability (see recommendation #3).</p>	<p>1.A. SC approval of amended DHE ToR confirming support for the updated approach.</p> <p>1.B. SC approval of programming cycle and projects.</p>	GFFO / IKI SC Secretariat	Q1 2026	- SC meetings minutes & SC decisions.	n/a	Under implementation
Recommendation #2: The DHE Secretariat should be moved to a new host institution¹. The MTR validates the recent Steering Committee plan to host a meeting to discuss relocation of the Secretariat. Analysis is ongoing around which institution would be most appropriate, but MTR findings indicate that important characteristics include: <ul style="list-style-type: none"> • Previous experience of operating MPTF Secretariats • Robust, efficient and timely administrative, recruitment and procurement processes • Local presence in countries targeted by DHE • In-house technical humanitarian and/or energy expertise would be beneficial, though not essential <p>UNDP, UNOPS and UNCDF were the most commonly suggested institutions during the MTR. With all these institutions though, some concerns were raised around their developmental (as opposed to humanitarian) mandate and/or focus.</p>	Accepted	<p>The MTR recommendation to move the DHE Secretariat from UNITAR to a new host institution is consistent with earlier deliberations of the Steering Committee (SC).</p> <p>In July 2025, the SC Chair requested the Secretariat to carry out a comparative analysis of hosting options with guidance from the MPTF Office and to convene an extraordinary SC meeting on 5 August 2025 to decide on a possible change of host. This resulted in the Steering Committee's decision to transfer the Secretariat to UNDP, the other Participating UN Organization (PUNO) of the DHE.</p> <p>Steps are underway to operationalize this decision, with UNDP and the Secretariat preparing a Prodoc, budget, and necessary HR arrangements to enable the transition.</p> <p>The transition is expected to be finalized in Q1 2026, with the core Secretariat team established at UNDP by January-February 2026 and the UNITAR Secretariat operationally closed by February 2026.</p>	<p>2.A. SC approval of Prodoc and budget for Secretariat under UNDP.</p> <p>2.B. Set up of Engagement Facility at UNDP for operationalization of the Secretariat.</p> <p>2.C. Recruitment of Secretariat personnel at UNDP.</p> <p>2.D. Operational and financial closure of UNITAR Secretariat Project.</p>	UNDP UNITAR Secretariat SC	Q1 2026 (Financial closure of Secretariat Project at UNITAR to be completed within the timeframe in the MoU)	<p>- New Secretariat Prodoc and budget</p> <p>- SC meeting minutes/decisions</p> <p>- Project document for Engagement Facility at UNDP</p>	n/a ²	Under implementation
Recommendation #3: The DHE Secretariat should be stabilised with a core of fixed-term staffing. The managerial and technical capacity of the current Secretariat is robust, but all current personnel contracts are temporary and/or short-term in nature. This creates uncertainty not just for the	Accepted	<p>At its extraordinary meeting on 5 August 2025, in conjunction with the decision to move the Secretariat to a new host (recommendation #2), the SC expressed strong support for strengthening the Secretariat's capacity and stability through longer-term contracts for core personnel. It mandated the development of a two-year Prodoc and budget (through December 2027) for the Secretariat, based on the proposed organizational chart presented during the SC meeting.</p>	<p>3.A. Transition of Secretariat to UNDP (see recommendations #2).</p> <p>3.B. Updated Secretariat organizational chart, JDs and TORs for personnel.</p>	UNDP Secretariat SC	Q1 2026	<p>- New Secretariat Prodoc and budget</p> <p>- SC meeting</p>	n/a ³	Under implementation

¹ Subsequent to the issuance of the recommendation in the draft report on 29 July 2025, the Steering Committee met on 5 August 2025 and decided to select a new host for the DHE Secretariat. It is understood that the recommendation has therefore been overtaken by events.

² Costs related to the transition to UNDP to be borne by the Secretariat (under UNITAR Secretariat project). New Secretariat budget under UNDP to be approved by the SC.

³ Costs related to the transition to UNDP to be borne by the Secretariat (under UNITAR Secretariat project). Staffing costs for Secretariat at UNDP to be included in the new Secretariat budget to be approved by the SC.

individuals but also for the continuity of the Secretariat's operation and – by extension – the DHE more broadly.			3.C. Recruitment of Secretariat personnel at UNDP.			minutes/decisions - Project document for Engagement Facility at UNDP		
<p>Recommendation #4:</p> <p>The major UN humanitarian agencies should be invited to become full members of the Steering Committee. SC representation from at least UNHCR, IOM and WFP – and potentially also ICRC and other NGOs and institutions with relevant experience – would significantly increase the technical capacity and external credibility of DHE. While it may also be beneficial to incorporate these agencies as formal DHE partners, agency representatives should be invited to the SC regardless of whether an agency becomes a DHE partner. Moreover, the MTR expressly recommends that this representation be incorporated within the Steering Committee, and not through an additional governance of advisory body.</p> <p>Consideration should be given to inviting technical rather than political or strategic representatives, for example each agency's lead on decarbonisation or energy access. Technical representatives are more likely to provide context-specific insight and direct experience with energy-related programming, all of which are essential for shaping credible and actionable SC decisions.</p>	Partially Accepted	<p>The DHE partners recognize the added value and expertise that humanitarian agencies can bring to the DHE MPTF and its Steering Committee (SC). The DHE seeks to onboard humanitarian agencies as Participating Organizations, contingent on SC approval, with initial engagements with prospective partners underway.</p> <p>This being said, the MTR identified leadership and governance challenges as key contributing factors to the Fund's limited performance to date. Any potential expansion or changes to the SC composition should therefore be carefully planned with consideration of all practical implications, to ensure effective governance and decision-making, while avoiding unnecessary complexity during this critical transition period.</p> <p>A well-functioning SC notably depends on a capable and stable Secretariat to organize and effectively support its work, as highlighted in the MTR findings #6 and #7 and conclusion #3. Therefore, priority will be given to completing the transition to a new Secretariat host (Recommendation #2) and stabilizing the Secretariat team (Recommendation #3) before any expansion of the SC (Recommendation #4) – This is aligned with the MTR's prioritization.</p> <p>Once these foundations are in place, and alongside the onboarding of new Participating Organizations, the SC's composition and protocols will be revisited to ensure balanced, representative, and effective governance of the Fund. The Fund's ToR already includes provisions for such an expansion, but any changes will be contingent on SC approval.</p> <p>In addition to humanitarian agencies, stakeholders from other relevant sectors (e.g., energy access, finance, the private sector, NGOs, government, regional representatives, and additional donors, etc.) may also be considered, with possible rotation arrangements to ensure diversity and balance. As energy access becomes a more central part of the DHE offer (see Recommendation #5), bringing in relevant expertise and representation from that sector will be particularly important.</p> <p>DHE partners have also noted that the SC should remain focused on strategic guidance and decision-making – technical expertise can be provided through a Technical Advisory Board (or a similar multi-stakeholder panel of experts).</p> <p>Finally, as part of the review and restructuring process which includes this MTR, the DHE Secretariat has and will continue to engage in consultations with humanitarian agencies and other relevant actors to ensure their perspectives are reflected in the updated approach.</p>	<p>See recommendations #2 and #3.</p> <p>4.A. Engagements with humanitarian agencies and other potential new Participating Organizations.</p> <p>4.B. SC decision related to onboarding additional Participating Organization(s).</p> <p>4.C. Onboarding of additional Participating Organization(s)</p> <p>4.D. Updated ToR and MoP sections related to DHE governance, SC composition and protocols.</p> <p>4.E. Expansion of SC, contingent on SC decision.</p> <p>4.F. Establishment of Technical Advisory Board (or a similar multi-stakeholder panel of experts), contingent on SC decision.</p>	Secretariat SC	Q4 2025 - Q2 2026	<p>- SC Meetings Minutes</p> <p>- Agreements with new Participating Organizations</p> <p>- DHE ToR</p> <p>- DHE MoP</p>	n/a ⁴	Under implementation


⁴ Related costs covered under Secretariat budget.


<p>Recommendation #5:</p> <p>Given the broad, strong support for the restructuring process and in particular the strategic direction being developed, it would neither be appropriate nor constructive for the MTR to propose an alternative restructuring agenda. However, some MTR findings could be instructive for the process.</p> <p>The following considerations may validate decisions and directions that have already been taken, but MTR findings indicate that a restructured DHE should:</p> <ul style="list-style-type: none"> • Maintain a focus on both decarbonization and energy access • Retain the MPTF modality, focusing in particular on using the modality to bring in new ideas, solutions and partners that deliver sustainable impact • Strengthen localization and in-country oversight and implementation capacity • Formally incorporate UNCDF's finance and de-risking expertise <p>To support the process, the restructuring timeline should be extended until March 2026. MPTFs typically have an inception phase of 12 months. DHE's initial implementation was undermined by a short inception phase, and the current restructuring process essentially comprises a redesign of the whole Fund. A less time-pressured restructuring phase would help to avoid repeating the same hurried process that DHE initially suffered from, would support implementation of the MTR recommendations, and would improve the probability of the current DHE contribution delivering successful results.</p>	<p>Partially Accepted</p>	<ul style="list-style-type: none"> - "Maintain a focus on both decarbonization and energy access": Accepted – This focus will be explicitly reflected in the updated Terms of Reference (ToR) and Theory of Change (ToC) of the Fund, with energy access becoming an integral, rather than a secondary, part of the DHE's offer. - "Retain the MPTF modality, focusing in particular on using the modality to bring in new ideas, solutions and partners that deliver sustainable impact": Accepted – The updated DHE approach will seek to unlock the Fund's full potential by making better and more strategic use of the MPTF mechanism's unique features and benefits, to foster collaboration and partnerships, drive innovation, and catalyse additional public and private investment to scale up sustainable solutions. - "Strengthen localization and in-country oversight and implementation capacity": Accepted – The DHE will support a portfolio of projects implemented at the country or regional level, designed to strengthen localization and in-country implementation capacity. - "Formally incorporate UNCDF's finance and de-risking expertise": Accepted – In April 2025, the SC agreed that UNCDF may be brought on board as a consortium partner to support the development and operationalization of a de-risking mechanism for the DHE – This decision would be confirmed by the SC at a later stage, once the updated DHE approach is better defined. In addition, at the request of the SC, UNDP engaged with UNCDF to prepare a roadmap for the development of a De-Risking Facility for the DHE submitted in June 2025. <p>Contingent on SC approval, UNCDF would join as a Participating Organization, contributing its finance and de-risking expertise to strategic decision-making and the design and deployment of innovative financing mechanisms under the DHE MPTF.</p> - "The restructuring timeline should be extended until March 2026": Partially Accepted – At its extraordinary meeting on 5 August 2025, the SC agreed in principle to extend the timeline of the review and restructuring process in order to allow for sufficient time to take action in response to the MTR recommendations, including an expansion of the DHE scope to better integrate energy access, identify and onboard new partners, and enable adequate sequencing of critical activities. The Secretariat was mandated to share an updated timeline for SC approval – Based on the MTR management response and latest developments, the aim is to complete the main activities of the restructuring by February 2026 while working on fast-track opportunities to accelerate the resumption of DHE activities in 2026.	<p>5.A. Integration of MTR recommendations and actions into the restructuring process and timeline by the Secretariat.</p> <p>5.B. Reformulate and finalize updated ToC</p> <p>5.C. Update ToR</p> <p>5.D. Update MoP</p> <p>5.E. SC deliberation and decision on onboarding new Participating Organizations, including UNCDF.</p> <p>5.F. SC approval of extended timeline for the restructuring process.</p> <p>5.G. Development of fast-track window to enable current Participating Organizations to develop projects and resume DHE activities promptly within 2026.</p>	<p>Secretariat SC Participating Organizations (Programme partners)</p>	<p>Q4 2025-Q1 2026</p>	<ul style="list-style-type: none"> - SC Meetings Minutes / decisions - DHE ToR - DHE MoP - Agreement s with new Participating Organizations (UNCDF) 	<p>n/a⁵</p>	<p>Under implementation</p>
<p>Recommendation #6:</p> <p>Start approaching new potential contributors sooner rather than later. As DHE's renewed direction and structure crystallises and confidence rebuilds, efforts should be made to solicit interest <i>and input</i> from potential contributors. While this may seem premature at the moment, the opportunity to influence DHE's current change process is likely to be attractive to new donors, allowing them to improve the Fund's alignment with their priorities. Aside from securing additional resources, new contributors are likely to also improve DHE governance, and should take some pressure off GFFO.</p>	<p>Partially Accepted</p>	<p>The DHE agrees that engaging new contributors sooner rather than later is important to diversify and expand the Fund's resource base and strengthen governance.</p> <p>At the same time, a stable and well-established Secretariat, led by a Head of Secretariat, is essential to act as a credible interlocutor with potential contributors and to build and maintain relationships over time. Therefore, the transition to a new host institution (Recommendation #2) and the stabilization of the Secretariat's core team (Recommendation #3) are necessary first steps – This is aligned with the MTR's prioritization.</p> <p>Once these prerequisites are in place, the DHE will prioritize the development of a resource mobilization strategy and supporting materials that set out a clear vision, value proposition, and future direction of the Fund. This will enable outreach to new donors to be more coordinated and</p>	<p>See recommendations #2 and #3.</p> <p>6.A. Hiring of a Programme Officer whose responsibilities will include supporting the Secretariat with strategic engagements, partnerships and resource mobilization.</p> <p>6.B. Development and implementation of resource mobilization strategy.</p>	<p>Secretariat UNDP SC</p>	<p>Q2-Q3 2026</p>	<ul style="list-style-type: none"> - Resource Mobilization Strategy 	<p>n/a⁶</p>	<p>Planned</p>

⁵ Related costs covered under Secretariat budget.

⁶ Related costs covered under Secretariat budget.

		<p>effective, while also allowing space for new contributors to help shape the next phase of the DHE.</p> <p>Finally, as the DHE's programmatic activities resume under a renewed approach and begin delivering concrete outputs while demonstrating measurable progress and results, this is expected to help attract additional contributors.</p>						
<p>Recommendation #7:</p> <p>Build a systematic approach to MEL, starting with reformulation of the TOC. The current TOC is poorly formulated, does not reflect a shared understanding of DHE's purpose and – in any case – the restructuring and refocusing of the Fund necessitates a revised TOC. The revision process (already initiated by the DHE) should also help to build consensus and clarity across DHE's stakeholders around the Fund's new direction. Strengthening of the DHE's approach to MEL (again, already initiated by the DHE) should include a focus on ensuring consistent collection of outcome and impact level data, and on building processes for adaptive management.</p>	Accepted	<p>The reformulation of the Theory of Change (ToC) and the development of a fit-for-purpose Monitoring, Evaluation and Learning (MEL) framework are integral components of the ongoing restructuring process.</p> <p>A MEL consultant was hired by the DHE Secretariat (UNITAR) in July 2025 to support this work – A dedicated MEL Specialist will be recruited to the Secretariat once it transitions to UNDP.</p> <p>The MEL consultant (and thereafter the MEL Specialist) will help establish a systematic MEL approach for the Fund, building capacity for data collection and reinforcing results-based and adaptive management practices.</p> <p>The process is being undertaken in a participatory manner, with consultations involving key stakeholders to build consensus and clarity around the Fund's revised direction.</p>	<p>7.A. Re-define problem, impact, goal and outcome statements.</p> <p>7.B. Reformulate and finalize updated ToC to be included in the ToR and familiarized with Steering Committee / Stakeholders.</p> <p>7.C. Development of outcome indicators and any additional fund level metrics.</p> <p>7.D. Recruitment of a MEL Specialist for the Secretariat under its new host institution, UNDP.</p> <p>7.E. Develop and implement MEL guidelines across the Fund, to support Secretariat and Project-level implementation.</p>	Secretariat SC	Q4 2025-Q2 2026	<ul style="list-style-type: none"> - DHE ToR - DHE MoP - MEL Guidelines 	n/a ⁷	Under implementation

Name of Steering Committee Chair	Date	Signature
Evariste Karambizi, Director Division for Peace PTP, UNITAR	20.11.2025	

Name of Acting Secretariat Lead	Date	Signature
Eduardo Appleyard, Acting Secretariat Lead, DHE MPTF, UNITAR	20.11.2025	<p>Signed by:</p>  <p>7206FFB471C544C...</p>

⁷ Related costs covered under Secretariat budget.

SECTION III – FOLLOW-UP / TRACKING							
Management Response to Recommendations and Planned Action Follow- up							
Recommendation	Management Response (Accepted, Partially Accepted or Rejected)	Management response comments	Planned action				
			Key action (s)	Status 6 months (planned, under implementation, implemented)	Comments	Status one year (planned, under implementation, implemented)	Comments
	This column will be completed by PPME	This column will be completed by PPME	This column will be completed by PPME	This column will be completed after six months only	Write in this column any comments explaining, giving context or details on the actual status of the planned action	This column will be completed after one year only	Write in this column any comments explaining, giving context or details on the actual status of the planned action
Recommendation 1: GFFO should maintain its commitment to the DHE MPTF. The original investment filled a critical funding gap, and the need for this support is arguably more pressing in 2025 than it was when the commitment was originally made in 2022. DHE offers a platform through which Germany can continue to be the leading international donor on energy transitions in fragile settings.							
Recommendation 2: The DHE Secretariat should be moved to a new host institution⁸. The MTR validates the recent Steering Committee plan to host a meeting to discuss relocation of the Secretariat. Analysis is ongoing around which institution would be most appropriate, but MTR findings indicate that important characteristics include:							

⁸ The Steering Committee met on 05.08.2025 and hence after the draft report was submitted on 29.07.2025 and decided to select UNDP as the new host of the DHE Secretariat.

<ul style="list-style-type: none"> • Previous experience of operating MPTF Secretariats • Robust, efficient and timely administrative, recruitment and procurement processes • Local presence in countries targeted by DHE • In-house technical humanitarian and/or energy expertise would be beneficial, though not essential <p>UNDP, UNOPS and UNCDF were the most commonly suggested institutions during the MTR. With all these institutions though, some concerns were raised around their developmental (as opposed to humanitarian) mandate and/or focus.</p>							
<p>Recommendation 3: The DHE Secretariat should be stabilised with a core of fixed-term staffing. The managerial and technical capacity of the current Secretariat is robust, but all current personnel contracts are temporary and/or short-term in nature. This creates uncertainty not just for the individuals but also for the continuity of the Secretariat's operation and – by extension – the DHE more broadly.</p>							
<p>Recommendation 4: The major UN humanitarian agencies should be invited to become full members of the Steering Committee. SC representation from at least UNHCR, IOM and WFP – and potentially also ICRC and other NGOs and institutions with relevant experience – would</p>							

<p>significantly increase the technical capacity and external credibility of DHE. While it may also be beneficial to incorporate these agencies as formal DHE partners, agency representatives should be invited to the SC regardless of whether an agency becomes a DHE partner. Moreover, the MTR expressly recommends that this representation be incorporated within the Steering Committee, and not through an additional governance of advisory body.</p> <p>Consideration should be given to inviting technical rather than political or strategic representatives, for example each agency's lead on decarbonisation or energy access. Technical representatives are more likely to provide context-specific insight and direct experience with energy-related programming, all of which are essential for shaping credible and actionable SC decisions.</p>							
<p>Recommendation 5: Given the broad, strong support for the restructuring process and in particular the strategic direction being developed, it would neither be appropriate nor constructive for the MTR to propose an alternative restructuring agenda. However, some MTR findings could be instructive for the process.</p> <p>The following considerations may validate decisions and directions that have already been taken, but MTR</p>							

<p>findings indicate that a restructured DHE should:</p> <ul style="list-style-type: none">• Maintain a focus on <i>both</i> decarbonisation and energy access• Retain the MPTF modality, focusing in particular on using the modality to bring in new ideas, solutions and partners that deliver sustainable impact• Strengthen localisation and in-country oversight and implementation capacity• Formally incorporate UNCDF's finance and de-risking expertise <p>To support the process, the restructuring timeline should be extended until March 2026. MPTFs typically have an inception phase of 12 months. DHE's initial implementation was undermined by a short inception phase, and the current restructuring process essentially comprises a redesign of the whole Fund. A less time-pressured restructuring phase would help to avoid repeating the same hurried process that DHE initially suffered from, would support implementation of the MTR recommendations, and would improve the probability of the current DHE contribution delivering successful results.</p>							
<p>Recommendation 6: Start approaching new potential contributors sooner rather than later. As DHE's renewed direction and structure crystallises and confidence rebuilds, efforts should be made to</p>							

solicit interest <i>and input</i> from potential contributors. While this may seem premature at the moment, the opportunity to influence DHE's current change process is likely to be attractive to new donors, allowing them to improve the Fund's alignment with their priorities. Aside from securing additional resources, new contributors are likely to also improve DHE governance, and should take some pressure off GFFO.							
Recommendation 7: Build a systematic approach to MEL, starting with reformulation of the TOC. The current TOC is poorly formulated, does not reflect a shared understanding of DHE's purpose and – in any case – the restructuring and refocusing of the Fund necessitates a revised TOC. The revision process (already initiated by the DHE) should also help to build consensus and clarity across DHE's stakeholders around the Fund's new direction. Strengthening of the DHE's approach to MEL (again, already initiated by the DHE) should include a focus on ensuring consistent collection of outcome and impact level data, and on building processes for adaptive management.							

Name of Steering Committee Chair	Date	Signature
Name of Acting Secretariat Lead	Date	Signature