

**MINISTRY OF ENERGY AND MINERAL DEVELOPMENT**

 **Sustainable Energy Response Plan**

**for Refugees and Host Communities in Uganda**

**2021-2025**

Inception Report

September 2020

**Draft Inception report prepared on behalf of the Ministry of Energy and Mineral Development**

Contracting Agency: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Assignment: Sustainable Energy Response Plan for Refugees and Host Communities

VN: 81241630

PN: 18.2214.7-001.00

Output 1: Inception Report

Implemented by: INTEGRATION environment & energy GmbH (consulting firm)

Author: Paul Quigley (Lead Consultant)

**MEMD Contact:**

Usamah Kaggwa

u.kaggwa@gmail.com

**Integration Contact:**

INTEGRATION Umwelt & Energie GmbH

Bahnhofstrasse 9

D-91322 Gräfenberg / GERMANY

Tel. +49(0)9192-9959-0

Fax +49(0)9192-9959-10

**Direct Contact Person:**

Paul Quigley

Pquigley1@gmail.com

Tel. +353(86)2073044

This technical proposal has been prepared carefully, based on information currently available to the Consultant.

INTEGRATION herewith confirms that all information provided is true and correct.

**Table of Contents**

[1. Background 4](#_Toc52288490)

[2. Vision and Strategic Objectives 6](#_Toc52288491)

[2.1 SERP Vision 6](#_Toc52288492)

[2.2 Strategic Objectives 6](#_Toc52288493)

[3. Energy Sector Context in Refugee Hosting Districts 7](#_Toc52288494)

[3.1 Energy Access Issues 7](#_Toc52288495)

[3.2 Key considerations in developing the SERP to overcome the above issues: 8](#_Toc52288496)

[4. Approach to development of the SERP 9](#_Toc52288497)

[4.1 SERP Development Objective 9](#_Toc52288498)

[4.2 Development Approach and Guiding Principles 9](#_Toc52288499)

[4.3 Development Phases for SERP 11](#_Toc52288500)

[4.4 Milestones / Deliverables 12](#_Toc52288501)

[4.5 Thematic Areas for Interventions 12](#_Toc52288502)

[4.6 Risks 13](#_Toc52288503)

[5. SERP Governance and Structure 13](#_Toc52288504)

[5.1 Proposed Structure of SERP document 13](#_Toc52288505)

[5.2 Governance in development of SERP 13](#_Toc52288506)

[5.3 Governance of Coordination and Implementation of SERP 14](#_Toc52288507)

[5.4 Stakeholders 15](#_Toc52288508)

[6. Annexes 16](#_Toc52288509)

[Annex 1 – Proposed SERP Structure 16](#_Toc52288510)

[Annex 2 – Initial List of Potential Stakeholders 19](#_Toc52288511)

[References: 22](#_Toc52288512)

Workplan 23

# Background

Uganda is now the second largest refugee hosting country in the world with over 1.4 million refugees registered within its borders[[1]](#endnote-1). Approximately 62% are from South Sudan, 29% from Democratic Republic of Congo with the remaining population from Burundi, Somalia Rwanda and other countries. Refugees live mostly in settlements along with their host communities across twelve out of 134 districts which are among the poorest and least developed in the country.

Uganda maintains a model policy towards refugees, where they are provided with land and have the same freedom of movement, right to work and set up businesses, with equal access to Government-provided social services as host community populations, providing them with a secure basis to build their lives in a dignified, self-determined manner. Uganda applies an integrated approach, where refugees are included in the National Planning Framework and National Statistics. This progressive settlement-approach, supported by relevant laws and freedoms, promotes a crisis response which integrates humanitarian and development approaches to more sustainably address the immediate and longer-term needs of both host communities and refugees, as laid out in the Global Compact on Refugees and the Comprehensive Refugee Response Framework (CRRF).

Uganda has one of the highest population growths in Sub-Saharan Africa and is expected to grow from 41.6million in 2016 to over 60 million by 2030[[2]](#endnote-2), increasing to 84million by 2040[[3]](#endnote-3). The rising national population, combined with sudden influxes and protracted refugee situations puts increasing pressure on the natural resource base along with unprecedented challenges to the Government of Uganda (GoU) in the provision of basic services and infrastructure. The COVID-19 pandemic will greatly magnify the challenge.

Indeed, most refugees and host communities are dependent on natural resources to meet their basic needs including energy for cooking. Over dependence on natural resources erodes the capacity of the ecosystems and exacerbates a range of ongoing environmental impacts and challenges, as well as social impacts. These include deforestation, soil erosion, land degradation, woodland loss, poor waste management, depletion and pollution of water resources and risks faced by women and children while collecting firewood.

The COVID-19 pandemic has affected both humanitarian and development plans and operations globally, delaying investment, constricting businesses and reducing opportunities. Impacts will be greatest for the poorest and most vulnerable sections of the population. Access to energy is more important than ever in building effective ways to live normal lives with the COVID-19 pandemic, being essential for services, communications, business operations and household day-to-day living. With new ways of remote working, distance learning and optimizing livelihood options through modern technologies, access to energy has taken an entirely new dimension of being an essential service for progress towards achieving Sustainable Development Goals and mitigating risks of derailing advances to date. A focus on sustainable energy access will be needed to ‘build back greener’ and to enhance livelihood development to mitigate the shocks to local economies, thereby increasing resilience.

Commensurate with implementation of the Global Compact on Refugees and its CRRF, the GoU has made self-reliance central to Uganda’s approach towards the refugee response to ease pressures on local resources and maintain the sustainability of the progressive policy. Access to and use of energy is essential in humanitarian response, and to longer-term sustainable development. It is fundamental to promoting self-reliance and resilience, with the potential to make a dramatic contribution to poverty reduction in both host and refugee communities. Therefore, continued support of multiple international partners is needed to develop and maintain the path towards achieving the sustainable development goal of universal access to energy for all.

A joint Multi Sector Needs Assessment in 2018 found that the majority of host community (93%) and refugee households (89%) across the country are categorized as in need of access to basic energy services[[4]](#endnote-4). To effectively address the energy access challenges for those populations, the Ugandan Ministry of Energy and Mineral Development (MEMD) initiated the development of the Sustainable Energy Response Plan for Refugees and Host Communities (SERP) as part of the CRRF roll-out[[5]](#endnote-5). The SERP aims to increase access to energy for household, community, commercial, agricultural and industrial users, and other institutions working in the rural, peri-urban and urban areas where refugees are living.

The principles and objectives of the CRRF will form the basis for the development of the SERP, shifting the approach from care and maintenance to self- reliance and inclusion. In this regard the SERP will pursue a rights-based approach that protects humanitarian principles and prioritizes human rights, security, social cohesion, equity, gender responsiveness, and children and women’s empowerment. A key priority will be ensuring the meaningful participation of both host and refugee communities, leading to ownership and acceptance, and also, promoting their understanding and support for the content, commitments, and consequences of the CRRF.

The SERP will enhance coordination of humanitarian-development actors and the private and public sectors as well as improved oversight on programs increasing access to energy for host communities and refugees. It will improve access to clean energy services by supporting private and public sector actors to promote efficient and clean cooking solutions, in combination with on-grid and off-grid lighting and electricity solutions within the context of refugee hosting areas.

The development of the SERP is led by the MEMD with the support of a Task Team including the Rural Electrification Agency (REA), the Office of the Prime Minister (OPM), UNHCR, the World Bank and GIZ. It will be prepared with the support and guidance of the CRRF Secretariat in OPM, in close collaboration with relevant Ministries, Departments and Agencies, including the District Local Governments of refugee hosting districts, as well as multiple development and humanitarian partners working in the refugee response in Uganda. Leadership representing the refugee and host communities will also be fully involved in SERP development. The CRRF Steering Group will provide final endorsement of the SERP which will be presented for approval by the Cabinet.

# Vision and Strategic Objectives

## 2.1 SERP Vision

1. Refugee and host communities attain universal access to affordable, reliable and clean energy for socio-economic transformation in an environmentally sustainable manner.

## 2.2 Strategic Objectives

1. Development of sustainable and effective energy solutions that lead directly to increased access to clean, affordable and reliable energy for refugee and host communities
2. Enhance capacity, mobilise resources and strengthen systems for effective coordination and management of energy programs targeting refugees and host communities, in line with National and multi-sectoral Policies, Strategies and Plans

# Energy Sector Context in Refugee Hosting Districts

The SERP will be developed to address the following energy access issues while taking into account the key considerations in developing appropriate and effective interventions.

The issues and considerations listed below are currently expressed mostly as ‘problem statements’. We will later redefine these as specific objectives and outcomes which we can work towards, and for which we can measurably demonstrate actions, progress and impacts. These will align with targets, outputs and indicators for each of the interventions and for the SERP overall.

## 3.1 Energy Access Issues

* Insufficient levels of access to energy (sustainable or otherwise) for the needs of households, productive use and social institutions.
* Issues of Energy access for the refugee populations in Uganda mirror those of the local host communities
* Primary reliance on biomass for cooking on inefficient stoves and low access to alternative, sustainable alternative cooking fuels or efficient cooking technologies (95% of both communities reporting use of firewood as their primary fuel to cook[[6]](#endnote-6)). This is a driver of environmental degradation and tension with others in competition for natural resources can disrupt peaceful co-existence.
* Protection risks while collecting firewood, particularly for women and children
* Continued cooking with biomass using inefficient practices has serious negative health impacts, with women and children most affected. Exposure to Household Air Pollution is estimated to impact the health of over 20 million Ugandans, causing over 13,000 deaths each year[[7]](#endnote-7). This increased respiratory illness creates even greater vulnerability due to COVID-19.
* Large, protracted refugee situations and population growth leading to rising demand for energy services and putting increased pressure on existing and planned infrastructure, as well as natural resources
* Inadequate and unsustainable lighting in public spaces, increasing security and safety risks
* Humanitarian operations rely predominantly on diesel generators for power, with little use of efficient appliances or energy monitoring systems
* Limited access to on- and off-grid solutions
* Low levels of energy efficiency
* Limited understanding and awareness of benefits of clean cooking and renewable energies, with low levels of transition away from traditional practices
* Storage and handling of fuels is unsafe
* Lack of regulatory framework or strategies for processing e-waste arising from increased use of various energy products

## 3.2 Key considerations in developing the SERP to overcome the above issues:

* Refugees and many of the local population have limited income generating opportunities restricting ability to pay for energy goods and services. This is combined with low quality goods on the market undermining consumer confidence and value for money.
* Limited access to affordable energy options is a barrier to employment creation, business opportunities, innovation and market development. Access to sustainable energy will be key for economic development and to propel the growth of commercial, agricultural, and service industries.
* Current levels of biomass used for cooking far exceeds potential regeneration, particularly considering a rising population. Therefore, a dramatic shift in alternative fuels and cooking practices is needed, which requires large investments and innovative mechanisms in order to promote access for the poorest and widespread adoption
* Low levels of humanitarian funding directed towards energy issues, with donors rarely providing multi-year funds to enable longer term planning and sustainability of interventions
* Limited data is available for existing energy access levels, actual needs and preferences, with information on projects to date and reliable evaluations also minimal
* Inadequate planning, systems and resources to ensure effective operations and maintenance of public lighting, energy systems and institutional solar energy systems
* Lack of government resources and capacity to fully develop, coordinate and implement energy policy, strategies and interventions, including establishing and enforcing quality standards for energy systems and appliances
* Poor coordination of energy strategies, programs and investments across multiple organisations working in the same areas. This leads to duplication, ineffective use of resources, interventions which are not aligned or supported by national plans and policies, and lack of transparency and accountability.
* Inadequate levels of suitable technical expertise and capacity necessary to collate and analyse data on energy in order to develop cost effective and contextually appropriate interventions
* Humanitarian organisations rely primarily on diesel generation for electricity and have neither the resources nor capacity to transition to more sustainable options.
* Access to electricity is low in Uganda by regional and global standards, with one of the lowest electricity consumptions per capita in the world.
* Low levels of technical understanding in the use, installation, and maintenance of alternative and sustainable energy systems in refugee and host communities
* Private sector is unclear on potential opportunities in refugee settings or how to engage. Lack of clear and consistent energy regulation, combined with lack of incentives and effective financial instruments present barriers to increased private sector involvement in remote settings with limited consumer ability to pay
* Almost half of Ugandans are under 15 years of age and over 60% of the refugee population is under 18 years of age.
* 46% of refugees live in poverty, almost 3 times greater than the host community, and a greater number of working refugees are below the poverty line, which means that they do not have enough resources to satisfy the minimum daily calorie requirements and basic non-food needs.[[8]](#endnote-8)
* Refugees seeking employment are less likely to find a job – the refugee unemployment rate is 31%, versus 7% for the host community. Refugees on average earn 33% less than Ugandan nationals for similar skilled work[[9]](#endnote-9).

# Approach to development of the SERP

## 4.1 SERP Development Objective

The overall objective of the SERP assignment is to support the GoU in the design of the Sustainable Energy Response Plan for Refugees and Host Communities (SERP) so that it provides a clear roadmap for increasing access to sustainable energy for refugees and their host communities. This will align closely with the objectives of Uganda Vision 2040, the third National Development Plan and the National Plan of Action to implement the Global Compact on Refugees and its Comprehensive Refugee Response Framework (CRRF), in addition to ongoing CRRF Sector Response Plans, strategies, programmes and projects in the energy sector. Where there are overlaps/linkages, the SERP will align with existing Sector Response Plans, in particular the Water and Environment Response Plan and the Jobs and Livelihoods Response Plan. The development and implementation of the SERP will inform future Uganda Refugee Response Plans.

The aim of the assignment is to encourage full support and collaboration of a wide range of stakeholders, including local communities in the development, implementation, and continuation of energy access programmes. The approach to developing the SERP is outlined in the following paragraphs, incorporating the guiding principles for the Ugandan Energy Policy as well as CRRF guiding principles.

## 4.2 Development Approach and Guiding Principles

Energy access programs for refugees and host communities need to be designed using an alternative approach to standard development programming, taking account of the vulnerabilities specific to refugees and impacts on host communities.

A **participatory and inclusive** approach will be key to the success of the design and delivery of the SERP. While led by the MEMD and directly supported by the Task Team, the development of the SERP will include meaningful consultation with a wide range of stakeholders including refugee and host communities, Government Ministries, Department and Agencies (incl. MoFPED, MoLG, MWE, NPA), local authorities, CSOs, NGOs, humanitarian and development partners, donors, private sector and academia. Active participation and engagement throughout the process will ensure that interventions are designed to take account of multiple perspectives and that they will be fully supported at all levels.

Of equal importance will be using an **evidence-based** approach to determine the actual scale of the issues and to investigate realistic and achievable alternatives. In addition to carrying out assessments at district and settlement levels, this approach will include a detailed literature review and continued consultations with multiple organisations working to resolve these issues, both in Uganda and Internationally. It will also include a mapping of existing and planned energy interventions, both locally and nationally to develop an effective information sharing and coordination platform. Informed decisions will be backed by **multi-disciplinary** expert research and analysis so that interventions appropriately and sustainably meet the needs of target populations.

The design and delivery of sustainable solutions to provide energy to refugees and host communities requires the engagement of multiple technologies and service delivery approaches. There are no ‘one-size-fits-all’ or ‘silver bullet’ solutions and each intervention is likely to require context-specific adaptations.

Selecting from myriad innovative products and practices, or adapting traditional approaches, requires expertise with full understanding of multiple contextual factors. These include user needs and preferences, ability to pay, and access to finance, availability and stability, local capacity, and regulatory environment. It is important to evaluate possible solutions taking several considerations into account, using lessons learned from similar projects in related contexts to determine the most appropriate options. Assessments at settlement level will include market and value chain analyses, with input from multiple private sector actors to determine the optimal ways to promote increased business activity in these districts.

The principles of **sustainability** will underpin the development of the SERP, taking into account social, environmental and economic factors in designing interventions and enhancing systems for coordination, implementation, operation and maintenance. This will be applied, where possible, to energy needs in emergency response, in addition to enhancing the triple nexus of humanitarian-development-peace partners towards developing longer-term programmes and outcomes.

The fiscal environment is likely to become even tighter due to COVID-19, so that interventions and investments will need to be prioritized and sequenced to focus on high-impacts and long-term benefits. Promoting the use of innovative financing will be an important component to **encourage consumer participation, enhance livelihood opportunities, promote private sector investment** and to minimize risks. Potential mechanisms will be fully investigated and will include cash-assistance, performance incentives, subsidies, mobile money, payment by installments, guarantees, credit schemes, along with training and awareness raising.

In addition to financing the interventions, it is paramount to also **strengthen institutional capacity and adequately resource key institutions** to effectively coordinate and deliver energy solutions for host communities and refugees*.* Working towards strengthening partnerships between all actors and increasing understanding of shared objectives and mandates will also improve processes and outcomes.

Cross-cutting themes of **do-no-harm, gender awareness, conflict-sensitivity, environment, culture and human rights** will be integrated throughout to improve the health, safety and well-being of everyone affected by forced displacement in Uganda.

A cost plan will be developed to allow effective resource management for implementation of activities each year and in each district. While the SERP intends to have large-scale and sustainable impacts, it will be important that the cost plan is based on what will be realistically achievable, from both resource and time perspectives. The activities will be carefully prioritized and phased, so that targets and objectives can be actually be realized, with the cost plan guiding implementation.

The process to develop and to deliver the SERP will be open and transparent, with clear lines of accountability. Concise, achievable indicators for impact and performance will be directly linked to targets within specific thematic objectives so that progress can be clearly measured and agreed outcomes can be demonstrated to fulfil the vision of the SERP.

The SERP is designed to be a 4-year plan from 2021 to 2025 to align with National Development Plans. There will be an annual progress evaluation and report and a comprehensive SERP review in 2024 which will inform the preparation of NDP IV.

## 4.3 Development Phases for SERP

The table below lists the actions which will be undertaken in each of the 4 phases for the development of the SERP:

|  |
| --- |
| 1. **Inception Phase**
	* Achieve concurrence among key partners stakeholders on the vision, strategic objectives, outline for the SERRP and key considerations/principles
	* Identify key stakeholders and ‘champions’ to develop and promote the SERP
	* Outline scope of the works required and the approach to developing the SERRP
	* Initial Literature Review of NDPs, Energy policies and plans, and sector RRPs
	* Identify risks, opportunities, and potential synergies
	* Develop visual Roadmap for development of SERP
	* Presentation for approval of vision, objectives, outline and timeline to high level government officials for validation and support
 |
| 1. **Evaluation Phase**
	* Provide an understanding of all relevant policies, strategies, initiatives, coordination structures through detailed literature review on energy access and refugee issues, ongoing programs, assessments and research, and how that informs the development of the SERP
	* Assessment of refugee settlements and surrounding areas to understand energy practices, needs, barriers and appropriate approaches to sustainable energy solutions, including access to finance, market dynamics and training requirements.
	* Understand how energy in displacement contexts has been approached by actors to date, including review of market-based approaches and draft guidance note.
	* Establish a clear picture of potential stakeholders and partners, defining their roles, including report on interviews and inputs (Local and National Gov, Refugee and Host Community reps, Humanitarian, Development and Peace partners (multi-sector), NGOs, Private Sector, Academia, Investors)
	* Identify potential solutions, gap analysis and challenges to develop and deliver initiatives
	* Outline clear coordination structures, mechanisms and guidelines, including draft TORs
	* Analysis of risks and possible mitigation measures
	* Stakeholder workshop to discuss outcomes of evaluation phase - objectives, resources, potential interventions, outcomes, targets, indicators and structure of SERP
 |
| 1. **Drafting Phase**
	* Provide full draft SERP for discussion and revision (reiterative process)
	* Achieve consensus on proposed initiatives, approaches, prioritized cost plan and timeline
	* Clarify ownership, roles and responsibilities for delivery, monitoring and evaluation of the SERRP
	* Obtain key stakeholder commitments on next steps
 |
| 1. **Completion Phase**
	* Finalisation of SERP
	* Editing, publication, dissemination and advocacy
	* Preparation of concept notes for high-level discussion
	* Understand lessons learned
 |

## 4.4 Milestones / Deliverables

1. Inception Report
2. Literature Review Report
3. Stakeholder Mapping Report
4. Stakeholder Consultation Report
5. Data Gap Analysis Report
6. Roadmap for SERRP
7. Outline Draft of SERRP
8. Stakeholder Workshop Report
9. Detailed Draft of SERRP
10. Cost Plan for Energy Programming in Refugee Hosting Districts
11. Time Schedule for SERRP interventions
12. Interim progress reports every 2 months (= min. #3)
13. Final SERRP
14. Consultancy Report (including lessons learnt).

## 4.5 Thematic Areas for Interventions

Interventions will be designed around thematic areas based on the below matrix of energy uses and consumers. Each consumer may need all of the types of energy listed. These will be expanded in more detail during the evaluation phase.

|  |  |
| --- | --- |
| Consumers | Energy Needs |
| * Households
 | * Cooking
 |
| * Productive Use, SMEs, Industry Agriculture
 | * Lighting
 |
| * Social Institutions and Public Services
 | * Electricity (power)
 |
| * Humanitarian Operations
 | * Heating and Cooling
 |

Multiple technologies could be applied for provision of each energy need, depending on the location and the consumer.

Affordability, ease of use and accessibility will be key factors in uptake and continued adoption of interventions, particularly those which require behavioural change in switching to alternative systems.

## 4.6 Risks

|  |  |  |
| --- | --- | --- |
| **Risk** | **Level of Risk** | **Mitigation Action** |
| Effects of Covid-19 restricting travel,availability of local actors, assessments at settlements and holding workshops. | High | Engagement of highly experienced key expert and backstop-ping team with know-how on the Ugandan context, in addition to potential recruitment of local expertise |
| Lack of relevant and reliable data for informed design and full development of interventions so that further studies are required for completion.  | Medium | Collect, collate and analyse information through extensive desk review and consultations with as many stakeholders as possible. Conduct geo-spatial assessments and techno-economic modelling, review other sources and ownobservations. |
| Lack of engagement from partners and stakeholders in the process, providing relevant information etc. | Low | Dissemination and outreach with partners and stakeholders to be directed by MEMD, OPM and CRRF Secretariat with support from GIZ, WB and other selected partners. Champions will need to be engaged at an early stage to advocate forSERP at high levels.  |

# SERP Governance and Structure

The Global Compact on Refugees and the CRRF, which incorporate Grand Bargain principles, promote an internationally supported, government-led response to crises, with country-level coordination of both Humanitarian and Development actors for the longer term benefit of refugees and host communities. This is done through government line ministries and Sector Working Groups using an area-based programmatic approach to align with National Policies and Development plans. The implementation of a comprehensive refugee response is overseen by the CRRF Steering Group, which meets quarterly and comprises GoU Ministries, Departments and Agencies, refugees and host community representatives, International and National NGOs, International Financial Institutions, Humanitarian and Development Donors, UN Agencies and the Private Sector. The aim is to move away from individual organisations creating disconnected initiatives without full support of local government and other actors, thereby improving, effective use of resources, proper matching of needs and solutions, and increased transparency and accountability.

## 5.1 Proposed Structure of SERP document

See Annex 1

## 5.2 Governance in development of SERP

MEMD will guide the strategic direction of the development of SERP which will be informed through close consultation with OPM, the CRRF Secretariat, REA, UNHCR, GIZ, WB and other key stakeholders. The SERP will be approved by MEMD leadership and endorsed by the CRRF Steering Group.

The consultant is directed by MEMD, with the support of GIZ, to work on their behalf in executing the tasks as outlined in the assignment TOR and in the bid proposal. They will coordinate closely with MEMD and Task Team who will support their work through providing guidance and information and assisting with stakeholder engagement. They will be responsible for obtaining, analysing and presenting relevant information for effective an informed decision making by MEMD and Task Team, adhering to the agreed principles of approach.

SERP development requires several workshops for presentation of findings, dialogue and consensus- building with both key, primary and secondary actors. MEMD will be required to coordinate these critical workshops to facilitate the forward strategic and operational steering. Similarly, GIZ and project partners, will be required to facilitate the planning of group interviews and dialogue, provide support to field missions and site visits by the INTee key expert in Uganda.

It will be important to identify high-level champions for SERP both during the development and the delivery of SERP. They would greatly assist in advocating at national and international levels for resources and actions needed to achieve the vision and impacts.

## 5.3 Governance of Coordination and Implementation of SERP

MEMD will lead both the strategic direction and the coordination of the implementation of SERP. They will be supported on a strategic level by a Steering Committee that will be selected from Government Ministries and key stakeholders (recommended to have less than 10 member entities). The Steering Committee will consult regularly with additional stakeholders as necessary to guide the strategic process. The MEMD will report on a regular basis to the CRRF Steering Group on the implementation of the SERP.

The Operational Coordination of SERP implementation will be the responsibility of a SERP Secretariat, who will be directed by, and report to, the Steering Committee. This new entity will be led by a dedicated team within MEMD who will work exclusively on SERP coordination and implementation. The core team of the Secretariat will be recruited by MEMD with secondments from key partners. They will arrange for additional support from a range of actors, including representatives from refugee and host communities, CSOs and private sector. The secretariat will coordinate and provide guidance for all energy activities and actors in refugee hosting districts, working closely with existing working groups and GoU internal procedures. This will be an open, consultative process aiming to match interventions with specific objectives and overall budgets, thereby improving efficiency, coordination, communication and accountability.

The function, roles and responsibilities, structure, coordination, reporting and communications for both the Steering Committee and Secretariat will be outlined in Terms of Reference which will be finalized as part of the SERP development. It is intended for both the Steering Committee and Secretariat to be established and operational before the SERP is finalised.

The implementation of the SERP will be a four-year plan from 2021 to 2025 that is subject to annual evaluation by the Steering Committee and CRRF Steering Group on progress, budget, objectives, outcomes, targets and lessons learned. This regular feedback will be necessary to properly inform the ongoing effectiveness of the SERP to address energy issues in uncertain and sometimes dynamically changing situations, in addition to ensuring challenges are highlighted for high-level action. A progress report will be issued each year by the SERP Secretariat with strategic guidance provided by the Steering Committee for any adjustments for the following year. A comprehensive interim review of SERP will be carried out in 2024 to inform preparation of NDP IV and potential redevelopment of a new SERP which would run from 2025.

## 5.4 Stakeholders

As this is a government led initiative, the development of the SERP must employ of whole of Government approach in line with the CRRF. The first phase of interaction should be with MDA’s (OPM (CRRF and DOR),MWE, MoFPED, NPA, UBOS) and thus only include selected key partners to develop fruitful relationships with those who need to develop and adopt the SERRP on behalf of the GoU. The next phase of interaction will be consultation and dialogue with a wider group of diverse stakeholders that will include refugee and host community representatives;, District Local Governments, private sector; humanitarian, development and peace partners; CSOs and NGOS; academic and institutional actors to ensure multi-disciplinary inputs and perspectives for a holistic, inclusive plan based on collective vision which can be widely supported.

MEMD and the Task Team will provide guidance on the selection, interaction, roles and responsibilities of the various stakeholders. An initial list of stakeholder is provided in Annex 2. This will be expanded and categorized during the evaluation phase.

Initial communication required with these key Ugandan actors should therefore take place through MEMD. Furthermore, there is the aim to identify champions for the SERP at different levels of governance.

# Annexes

## Annex 1 – Proposed SERP Structure

1. **Foreword**
* Refugee situation in Uganda, Global Compact on Refugees/CRRF, Key issues with energy access, Importance of energy & aspirations for SERP
1. **Executive summary**
* Background to SERP, main objectives, priorities and impacts, key messages/recommendations from each section, timelines, costs
1. **Table of Contents**
2. **Acknowledgements**
3. **Acronyms and terminology**
4. **Introduction**
* Situation Analysis + context, Demographics & refugee influxes
* Key energy issues – problem statements
* SERRP Vision, objectives, priority areas & pillars/cross cutting issues
* Primary actions and expected impacts/outcomes
* Timeline & Costs
* Overview of approach – participative, inclusive, transparent, sustainable (financial, social, environmental), cross-sectoral, phased, evidence-based, triple nexus, gender & conflict sensitive, build local capacity, market-enhancing, self-reliance, adaptive to climate change and regional conflict
* Theory of Change -Diagram and explanatory text – to match key objectives and priorities (Issues, activities, outcomes, impacts + assumptions )
1. **Policy context**
* Framing where SERRP sits within National Development Plans & Policies
* Alignment and integration with Uganda’s approach to refugees, CRRF, U-RRP, NDPs, etc. and balancing humanitarian guidelines (SPHERE, IASC) with development programing
* Possible policy adjustments/additions related to energy for situation of forced displacement
1. **Energy Access** **- Situation Analysis**
* Existing situation - By region/district/sector(cooking, electricity, lighting / household, community, enterprise/institution
* Energy access levels nationally & in settlements/districts (socio-economics?)
* Issues and impacts
* Ongoing and planned interventions
* Gap Analysis (energy access levels, resources, coordination, institutional capacity)
* Emerging Technological Opportunities
1. **Strategic Sector Guidance**
* Vision, Objectives, Outcomes with indicators
* Outline of Thematic Areas and regional/district approach
* Strategic Priorities and Outcomes by thematic area (& by district?)
* Alignment & integration with SDP, NDPIII, NES, NEP, ECP and other energy initiatives at national and district levels
* Cross-cutting themes & inter-sectoral coordination
* Assumptions and Risks
* Strategic approach and direction of SERRP
1. **Recommended interventions**
* Tables of Interventions per thematic area/district/year
* (link to objectives, priorities – includes targets and indicators)
* Brief text explanation of interventions, approach, benefits, resources required
* Phases for assessment, design, implementation, scaling - with actions, objectives and outputs for each
* Approach to interventions – assessment, design, implementation, M&E
1. **Costs to implement interventions**
* Tables of cost breakdowns per thematic area/location, phase/year
1. **Monitoring & Evaluation**
* Results framework and M&E plan for SERRP and thematic interventions
* Reporting requirements for secretariat and partners
* Annual review and Complete strategic SERP review after 3 years
1. **Governance Structure for Implementation of SERRP**
* CRRF Steering Group and SERP Steering Committee
* Sector coordination structure (local, district,national), integration with existing mechanisms and organisations, roles, responsibilities, actions, timelines. Diagrams & text.
* Secretariat structure – multi-disciplinary entity within MEMD working exclusively on SERRP
* Resource requirements for Secretariat
* Energy information management system – coordination of actors and energy initiatives through central coordination platform
* Guidance to partners on coordination, planning, implementation and reporting of energy programs which target refugees and their host communities
1. **Financing Strategy**
* Existing financing, needs, approach & actions
* Budgets, Internal funds, external financing, partner resources
* Links to costs in NDP, MDA Annual Action Plans
* Coordination with ongoing and planned initiatives, plans, programs
* Guidance on promoting effective market-based approaches
* Resource gaps per thematic area/district
* Resource mobilisation strategies and actions, roles and responsibilities
1. **Workplan**
* Diagram with timelines, personnel & other resources required
1. **References and bibliography**
2. **Annexes**
* Detailed implementation plan/ actions – funding, personnel/resources, steps, detailed cos plans
* TORs for governance bodies (Steering Committee and Secretariat)
* TORs for assessments

*Cross-cutting Themes*

Energy is cross-sectoral - essential to effectiveness of other sectors

Gender, do no harm, disability, conflict - sensitive

Inclusion, self-reliance, resilience, integration

Humanitarian/Development/Peace Nexus

Sustainability (environment and climate, financial, social)

*Pillars/principles*

Capacity building (local, National)

Access to Finance

Sustainable technologies

Promotes income-generating activities

Private sector support / regulatory environment / market-based approaches

Community participation and ownership

Coordination, alignment, partnership

Transparent and Evidence-Based

Quality assurance

## Annex 2 – Initial List of Potential Stakeholders

**Government Departments**

Ministry of Energy and Mineral Development

Office of the Prime Minister (CRRF Secretariat & DOR)

Ministry of Water and Environment

Ministry of Finance, Planning and Economic Development

Ministry of Local Government

Ministry of Gender, Labour and Social Development

Ministry of Education and Sports

Ministry of Health

**Government Agencies**

Electricity Regulatory Authority (ERA)

National Planning Authority (NPA)

National Environment Management Authority (NEMA)

Rural Electrification Agency (REA)

Uganda Energy Credit Capitalisation Company (UECCC)

Uganda Bureau of Statistics (UBOS)

Uganda National Oil Company (UNOC)

**United Nations**

United Nations High Commissioner for Refugees (UNHCR)

United Nations Food and Agriculture Organization (FAO)

United Nations World Food Programme (WFP)

United Nations Children’s Fund (UNICEF)

United Nations Development Programme (UNDP)

United Nations Environment Programme (UNEP)

United Nations Entity for Gender Equality and the Empowerment of Women (UNWOMEN)

United Nations International Organisation for Migration (IOM)

United Nations Officer for Project Services (UNOPS)

United Nations Populations Fund (UNFPA)

United Nations World Health Organization (WHO)

United Nations International Development Organisation (UNIDO)

United Nations Capital Development Fund

**Development Partners**

African Development Bank

Austrian Development Cooperation

Belgian Development Agency (ENABEL)

Belgian Technical Cooperation (BTC)

Denmark

Foreign, Commonwealth and Development Office (UK)

Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)

Energising Development (EnDev)

Energy and Minerals Development Partner Group

European Union

France / Agence FRancaise de Developpement (AFD)

German Development Bank (KfW)

Germany

Intergovernmental Authority on Development (IGAD)

Italy

Japan/JICA

KOICA

Netherlands/ SNV

Norway/ NORAD

Sweden/SIDA

United States Agency for International Development (USAID) / Power Africa

World Bank Group

**National NGOs**

Care and Assistance for Forced Migrants (CAFOMI)

Caritas Uganda (CU)

Community Empowerment for Rural Development (CEFORD)

Community Technology Empowerment Network (CTEN)

Environmental Alert (EA)

Humane Africa Mission (HAM)

Humanitarian Assistance and Development Services (HADS)

Nsamizi Training Institute of Social Development (NSAMIZI)

Programme for Accessible health, Communication and Education (PACE)

Rural Initiative for Community Empowerment in West Nile (RICE-WN)

The Uganda National Apiculture Development Organization (TUNADO)

Uganda Refugee Disaster and Management Council (URDMC)

Uganda Women for Water and Sanitation (UWWS).

**International NGOs**

Action Africa Help (AAH)

Action Against Hunger (ACF)

Adventist Development and Relief Agency (ADRA)

Africa Humanitarian Action (AHA)

African Medical and Research Foundation (AMREF)

African Women and Youth Action for Development (AWYAD)

Agency for Accelerated Regional Development (AFARD African Initiatives for Relief and Development (AIRD)

Agency for Technical Cooperation and Development (ACTED)

American Refugee Committee (ARC)

Association for Aid and Relief Japan (AARJ)

Building Resources Across Communities (BRAC)

CARE

Catholic Organisation for Relief and Development Aid (CORDAID)

Catholic Relief Service (CRS)

DanChurchAid (DCA)

Danish Refugee Council (DRC)

Energy4Impact

Finn Church Aid (FCA)

Finnish Refugee Council (FRC)

Food for the Hungry (FH)

Humanitarian OpenStreetMap Team (HOT)

IMPACT

International Center for Research in Agro Forestry (ICRAF)

International Committee of the Red Cross (ICRC)

International Rescue Committee (IRC)

Lutheran World Federation (LWF)

Lutheran World Relief (LWR)

Medical Teams International (MTI)

Mercy Corps (MC)

Norwegian Refugee Council (NRC)

OXFAM

Plan International (PI)

Regional Health Integration to Enhance Services in Eastern Uganda (RHITES)

Save the Children International (SCI),

Welthungerhilfe (WHH)

World Vision International (WVI).

**Academic and Educational Institutions**

Aarhus University, Denmark

Makerere University & CREEC

Kampala International University

Uganda Christian University

Mbarara University of Science and Technology

Strathmore University, Nairobi

Uganda Industrial Research Unit

**Associations and Representative/Umbrella Organisations**

Refugee Representatives

Host community Representatives (LC5/CAO)

Africa Mini Grids Developers Association (AMDA)

Association for Rural Electrification (ARE)

Association of Uganda Oil and Gas Service Providers

Bio-Mass Energy Efficient Technologies Association (BEETA)

Clean Cooking Alliance (CCA)

East Africa Centre of Excellence for Renewable Energy and Efficiency (EACREE)

Energy Efficiency Association of Uganda (EEAU)

Green Mini Grid Helpdesk

Global Liquid Petroleum Gasoline Partnership (GLPGP)

Global Off Grid Lighting Association (GOGLA)

Hydro Power Association of Uganda (HPAU)

NAMA Uganda

Private Sector Foundation of Uganda

Response Innovation Lab

Uganda National Bio-mass Alliance (UNBA)

Uganda National Alliance for Clean Cooking (UNACC)

Uganda National Renewable Energy and Energy Efficiency Alliance (UNREEEA)

Uganda Solar Energy Association (USEA)

World LPG Association (WLPGA)

**Electricity Companies**

UECCC

UEDCL

UEGCL

UETCL

UMEME

**Private Sector /Social Enterprise**

Adapt Plus

Appropriate Energy Saving Technologies Ltd.

Energy Systems Ltd

Fenix International

Get Transform

Green Bio Energy

Green Charcoal Uganda

Green Heat International

International Lifeline Fund

M-Kopa

Oryx Energies

Potico

Power Trust Uganda

Raising Gabdho Foundation (RGF)

Shell/Vivo

Solantis

Solar Africa

Solar Now

Solar Sister Uganda

Tiger Power

Total

Uganda Green Fire

## References:

1. UNHCR, 2020. <https://data2.unhcr.org/en/country/uga> [↑](#endnote-ref-1)
2. IMF, 2019 [↑](#endnote-ref-2)
3. Uganda National Development Plan III [↑](#endnote-ref-3)
4. REACH, 2018. Joint Multi-sector Needs Assessment. Identifying humanitarian needs among refugee and host community populations in Uganda [↑](#endnote-ref-4)
5. [Uganda's CRRF Roadmap](https://globalcompactrefugees.org/sites/default/files/2019-12/Uganda%20National%20Action%20Plan%20for%20GCR%20implementation%20%282019%20revision%29.pdf) [↑](#endnote-ref-5)
6. REACH, 2018. Joint Multi-sector Needs Assessment. Identifying humanitarian needs among refugee and host community populations in Uganda [↑](#endnote-ref-6)
7. World Bank, 2015. Clean Cooking Supply Chain Expansion Project [↑](#endnote-ref-7)
8. World Bank, 2018. Informing the Refugee Response in Uganda. [Link](http://documents1.worldbank.org/curated/en/571081569598919068/pdf/Informing-the-Refugee-Policy-Response-in-Uganda-Results-from-the-Uganda-Refugee-and-Host-Communities-2018-Household-Survey.pdf) [↑](#endnote-ref-8)
9. UNHCR, 2020. Uganda Policy Brief. Employment Report.

 [↑](#endnote-ref-9)