Ministry of Foreign Affairs

Evaluation of the Energy Transition Facility

Commissioned by the Netherlands Enterprise Agency

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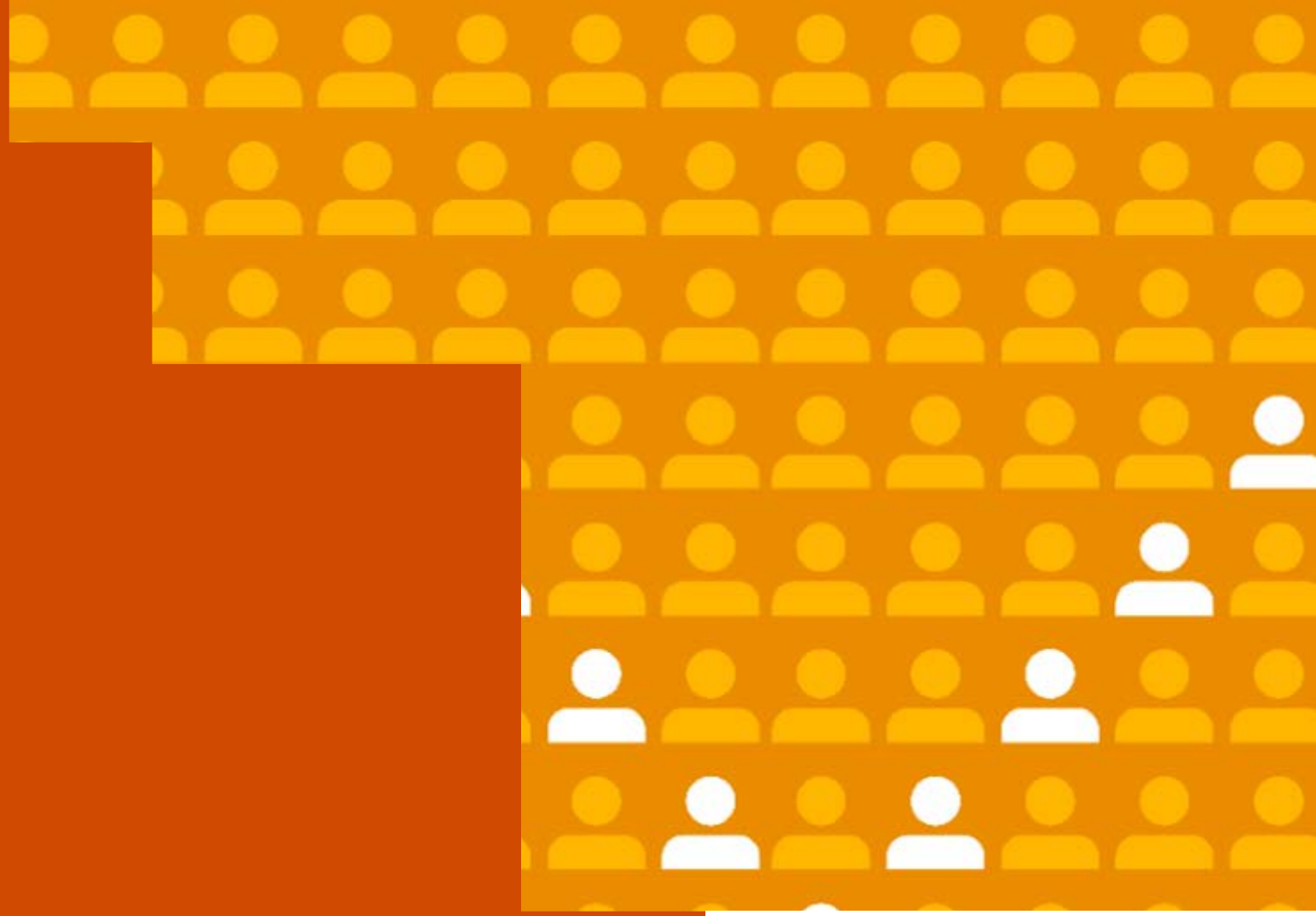
Evaluation of the Energy Transition Facility

Final Report

2021-0289/AK/dv/nb
May 2021



Introduction letter

Ministry of Foreign Affairs the Netherlands
Attn. Hannah Wijmenga
Rijnstraat 8
2515 XP THE HAGUE
The Netherlands
28 May 2021
Reference: 2021-0289/AK/dv/nb

Dear Hannah Wijmenga,

We report on the evaluation of the Energy Transition Facility in accordance with our Contract dated February 11th, 2021.

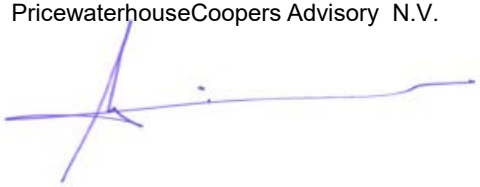
This is the final report. This report has been prepared for the purpose of reporting on the process and learnings of the evaluation with clear recommendations for MFA, RVO and Dutch embassies for future improvements of the ETF.

This report is strictly private and confidential. Save as described in the Contract or as expressly agreed by us in writing, we accept no liability (including for negligence) to anyone else but you or for use of this report for any other than the stated purpose and it may not be provided to anyone else.

In case you have any questions or comments, at your earliest convenience please contact me or our project manager Diederik Verzijl (06-12049665).

Best regards,

PricewaterhouseCoopers Advisory N.V.



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Executive Summary

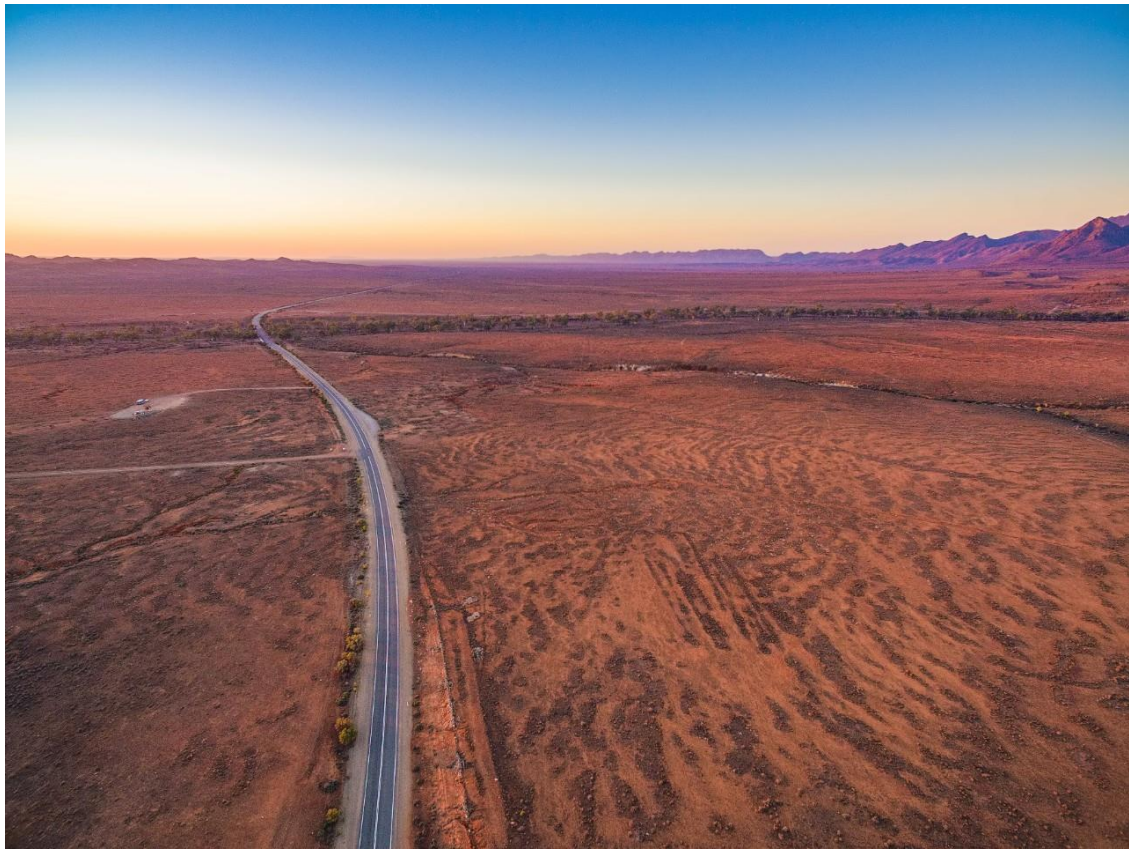
Why this evaluation

The purpose of this evaluation report is to help the Dutch Ministry of Foreign Affairs make an assessment of the Energy Transition Facility – a policy programme in place since 2017 aiming to support countries in the Middle East and North Africa (MENA region) in their transition to a more sustainable energy supply. The programme focuses on technical assistance and knowledge transfer and is managed and implemented by the Netherlands Enterprise Agency (RVO)

The report looks at how the programme, and the collaboration with the Netherlands Enterprise Agency (RVO) as the implementing body, as well as the Dutch Foreign Missions (Embassies and Representative Offices), has worked to date. With this in mind, the evaluation concludes that the results of the ETF warrant continuation, especially given the relatively modest budget through which ETF activities are implemented. The direct results of the ETF appear to do their part in moving energy transition along in the partner countries.

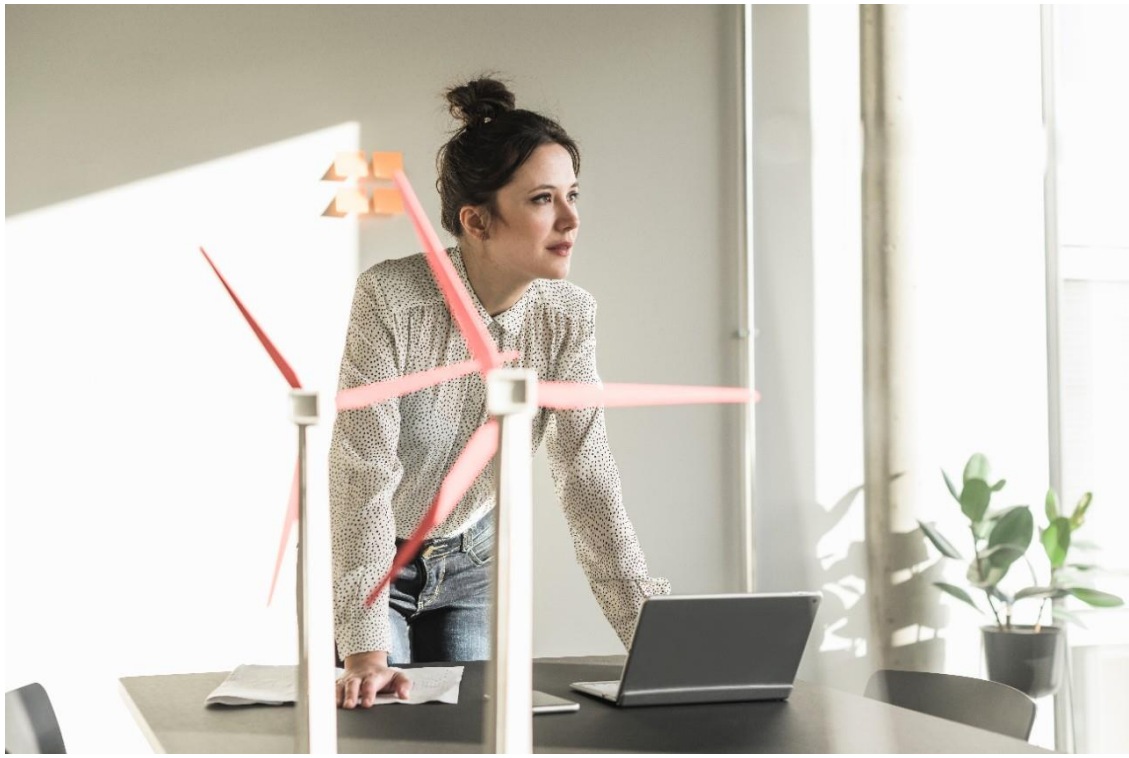
The evaluation is guided by questions of relevance, coherence, effectiveness and efficiency according to the OECD-DAC criteria, and serves to answer two main questions:

- How can the cooperation between the RVO, NL-MFA and the Dutch Embassies be further strengthened in order to build a relation with the partner countries in the field of the energy transition?
- Would the results of the facility warrant a continuation of Dutch international climate policy (provided that enough funding will be available in line with policy priorities)?



Main conclusions

1. The results of the ETF would warrant continuation, especially given the efficiency and relatively modest budget through which the ETF is implemented. The direct results of the ETF appear to do their part in moving energy transition along.
2. On the whole, the ETF appears to offer a foundation for a strategic relationship with partner countries in the field of energy transition. The case studies indicate this is the case for the four projects analyzed. The Dutch experts surveyed are also respond very positive on the potential for strategic partnerships offered by the projects they were involved with.
3. The relevance of the ETF depends largely on the ambitions of the partner countries government. If energy is a priority for a programme country's government, the ETF is very relevant. In countries where the energy transition was not a top priority, the ETF did not appear to significantly change this outlook. That said, the ETF could be a valuable tool in any developing country as the ETF is flexible enough to adjust to local circumstances.
4. The ETF is both visible and accessible to all Embassies in the programme countries, and all the Embassies were positive about the easy use of the ETF. Some asked for even greater flexibility in its application, yet the overall assessment was that the ETF is a simple and straightforward instrument to use. In addition, the ETF team at the RVO was easy to reach and very approachable.
5. Nearly all experts involved were very positive about the contribution of the ETF to sustainable change. Though the studies and knowledge transfer activities by themselves will not lead to sustainable change, they are important first steps and offer foundations for future sustainable change, especially in areas where projects have focused on capacity building, the professional development of local partners



Main conclusions

or establishing a legal or regulatory framework. Dutch experts call for more support for project continuity to keep the momentum and to set further steps towards larger scale projects

6. Many ETF projects have been first steps in setting a process in motion. Projects such as studies and knowledge transfers are meant to increase the possibilities for sustainable change. Without follow up projects, this process will not persist. The evolutionary model on which the ETF is built only works when funding is continued. The Embassies in particular stressed the importance of a long term commitment of the Netherlands in a partner country.
7. While providing some focus, the list of 'niches' that the ETF strives to promote is still rather long. And while projects need to be tailored to the needs of the beneficiaries, the programme could benefit from a greater focus in areas where the Dutch have particularly strong expertise compared to other donors. Our conversations with energy experts in the Netherlands indicate that the water-food-energy nexus, offshore wind and waste to energy could be such areas of expertise. Green hydrogen could be added to the list.
8. From conversations with RVO, embassies, beneficiaries and sectoral experts, it appears that through ETF the Dutch government is typically not the first mover. A batting order seems to have emerged, where German and French experts typically appear early on the scene. Especially the German government has a way of working with partner governments that focuses on the long term, and that starts at the ministerial level to establish strategic policy frameworks before working their way down to grassroots activities.

Key recommendations

1. Make sure that the energy transition and climate diplomacy are even better reflected in the Embassies' multi-annual country strategies (MACS). Synergy is key. The ETF is most successful when the triangle of RVO, Embassy and partner country all have the energy transition as a thematic and strategic priority. Consider to only carry out projects if and when those interests are aligned.
2. More focus on a long-term commitment by the Netherlands in a partner country and active follow-ups on projects. Focus on stronger project continuity by reducing the gaps between different project phases.
3. Consider whether gender aspects need to be an overarching priority for the ETF in the selected programme countries. If so, lead by example by sending Dutch experts and trainers that are women.
4. When selecting programme countries, it would be important to make strategic decisions based on what the MFA wants to achieve through the ETF. For example, is the objective to reduce greenhouse gases? Or is it to foster peace and stability in the countries covered by the European Neighbourhood policy?
5. In some cases, Dutch climate diplomacy could be strengthened by more involvement of the IGG or the country desks at the MFA in the policy dialogue in the partner countries. The ETF team at the RVO could further improve their use of the Embassies knowledge and local networks. Local knowledge of what works and what doesn't is at least as important as technical knowledge for project viability. More local involvement: the Dutch experts would like first-hand information on the desired outcome or final goal of the project.

Key recommendations

6. Link more with international financial institutions such as the World Bank (WB) or the EBRD, or national development banks such as the FMO, as well as other RVO instruments. Formalize contact with those institutions by appointing liaison officers on both sides. The governing bodies of these organizations have representatives from each country that is a shareholder, and those contact persons could be a way in for the ETF. Another point of contact could be via the Dutch representations in Washington (WB) and London (EBRD) that have a liaison officer for each institution.
7. Consider to reduce the number of niches that the ETF focuses on. While projects need to match local demand, some niches do not seem to represent a particular Dutch expertise.
8. Make sure there is more clarity on the different roles and responsibilities between parties involved on the Dutch side. Make sure there is a clear view on what is expected from each other during the different stages of a project.
9. Set up one standard concise format for final reporting on projects and keep this documentation short. Documentation is best kept to a few pages per project, including standardized tables for key KPIs. Consider streamlining ways of working at RVO to ensure that all ETF projects are executed in similar ways

Content

1

Introduction to the evaluation

1.1 About this evaluation

About the ETF

The Energy Transition Facility (ETF) is a policy instrument by the Dutch Ministry of Foreign Affairs aiming to support countries in the Middle East and North Africa (MENA) region in their transition to a more sustainable energy supply. The programme focuses on technical assistance and knowledge transfer and is managed and implemented by the Netherlands Enterprise Agency (RVO).

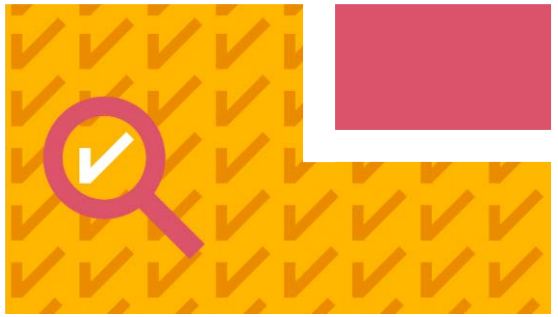
The energy transition in the MENA region

Energy demand in the Middle East and North Africa is rising rapidly and a transition to a more sustainable energy supply is needed. The MENA region has great potential to develop renewable energy (and to export the surplus to Europe), but the energy system currently depends mainly on non-renewable sources.

The Energy Transition Facility (ETF, 2017-2021) of the MFA and RVO supports nine partner countries in the MENA region with their transition to a more sustainable energy supply. Support is provided through bilateral cooperation both at the technical and policy levels with a focus on knowledge transfer around Dutch best practices. The programme aims to enhance strategic cooperation with the nine countries and contribute to reducing greenhouse gas emissions (SDG 13), ensuring access to affordable and clean energy (SDG 7), as well as promoting the role of youth and women in the energy transition (SDG 10).

Developing the ETF instrument further

This evaluation will help the MFA assess the ETF. Summarising the Terms of Reference, the MFA has indicated that it is especially interested in the answers to



two main questions:

- How can the cooperation between the RVO, NL-MFA and the Dutch Embassies be further strengthened in order to build a relation with the partner countries in the field of the energy transition?
- Would the results of the facility warrant a continuation of Dutch international climate policy (provided that enough funding will be available in line with policy priorities)?

This evaluation report

We provide answers to these main questions on the next page. We derive these answers from our analysis on the evaluation questions described in the Terms of Reference and refined in the Inception Report.

In the current section we provide an introduction to the ETF, and describe how we conducted our evaluation. In the sections that follow, we provide our analysis on the evaluation questions in the sections on relevance, coherence, effectiveness and efficiency, in the order as specified in the Terms of Reference.

We present the case studies and their horizontal analysis in Annex A, and in Annex B we present the results of the survey among the experts commissioned by RVO.

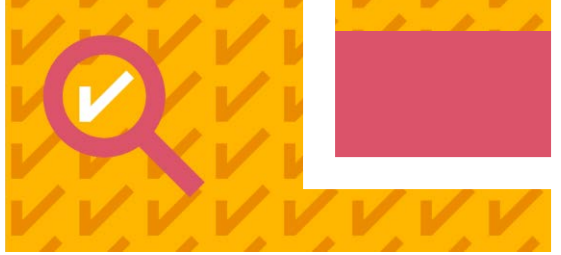
1.2 Main conclusions

Strengthening cooperation

The ETF is a collaborative effort, managed and implemented by the RVO. The missions of the MFA (Embassies and Representative Offices) also play a crucial role in the implementation of projects in partner countries, and the alignment between these parties and MFA is therefore central to the ETF. The alignment of the parties on the Dutch side is especially important in order to build relations with the partner countries – something which often takes time and requires mutual trust.

The ETF has already laid the foundations for long-lasting and strategic relationships in many of the programme countries, yet could benefit from more coordination in this domain. Diplomacy is the joint task of the MFA and their colleagues at the Embassies. Up until now, and as planned, the policy dialogue on energy transition has primarily been conducted by the Embassies. In some cases Dutch climate diplomacy could be strengthened by more involvement of the IGG or the country desks at the MFA in the policy dialogue in the partner countries. This would be particularly true for high level political and civil servant engagement (Ministers, Envoys and DGs). Moreover, while the Embassies have the most in-depth local knowledge of their country, IGG is the party with more knowledge about renewable energy and the energy transition.

It could help the ETF if the energy transition and climate diplomacy would be better reflected in the Embassies' multi-annual country strategies (MACS). At the outset, some of the Embassies in the programme countries did not have the energy transition as a thematic priority in their country strategies, and the ETF team at the RVO needed to look for other in-ways in order to carry out projects, such as for example via the water sector in Jordan. Today one Embassy (Tunis) still does not have the energy transition or climate as a thematic priority in their MACS.



Warranting continuation

The outputs of the Energy Transition Facility would warrant continuation of the programme, especially given the relatively modest budget through which activities are implemented. The direct results of the ETF activities appear to do their part in moving the energy transition along.

The ETF can be considered to provide seed funding to early-stage activities. In order for these seeds to come to fruition, active follow-up is required. This follow-up can take the form of specific follow-up activities to ETF projects, and deliberate follow-up funding. This would bridge the financial gap between early-stage activities and investments in energy infrastructure, for instance by investing pilot projects, intensified capacity building, and technology demonstration activities.

This gap may also be bridged by closer alignment with international financial institutions such as the World Bank (WB) or the EBRD, or national development banks such as the FMO, as well as other RVO instruments.

Many ETF projects have been first steps that set a process in motion. Activities such as feasibility studies and knowledge transfer are meant to increase the probability that there will be sustainable change. Without follow-up activities however, ETF activities may fall short of achieving this goal. This stresses the importance of a long-term commitment by the Netherlands in a partner country.

1.3 How the ETF works

Dutch experts share knowledge with organisations in partner countries

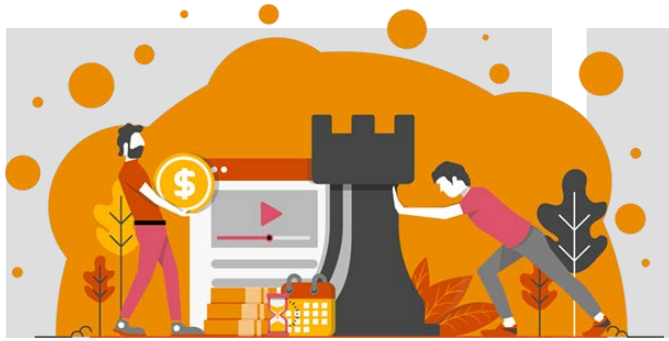
The ETF was put in place in order to encourage the energy transition in the MENA region. The MFA recognises that before the ETF was there, many energy transition activities were already taking place through multilateral programmes by institutions such as the World Bank (WB), the EBRD and national development banks (e.g. FMO). Activities are also under way at the level of the European Commission, and through organisations in other donor countries (e.g. GiZ in Germany). The ETF was designed to complement already ongoing activities through bilateral G2G efforts at the policy level of the energy transition.

The MFA is aware that there is a need to be modest when expressing the ETF's ambitions, as the energy mix in the Netherlands domestically is not yet very sustainable. Still, Dutch experts do have a lot of knowledge to share in renewable energy, and a bilateral approach was considered a good addition to the multilateral work done by other donors.

The ETF initiates project development

Through the ETF, the RVO engages in dialogue with the partner country, often with the help of the Embassy or Mission in the country, in order to find out what the needs are in terms of energy transition in the partner country. The RVO then uses the ETF to develop projects and connects these projects to other (international) organisations for further development (e.g. the World Bank or EBRD).

As such, the ETF operates as a relatively small niche fund for first bilateral contacts



and knowledge transfer. The ETF serves to kick-start the initial stages of project development, after which projects should move on to become B2B activities, or further developed by the government of the partner countries.

Projects should then evolve into large-scale energy infrastructure investment projects

The MFA recognises that the ETF will not deliver an energy transition in the MENA region on its own. Ideally, projects would consist of knowledge transfer activities that later evolve into larger investment projects that lead to emission reduction.

The programme works based on an evolutionary model, where experts from the Netherlands conduct knowledge transfer activities experts, and then should hand the ball over to the World Bank or EBRD, to get energy projects funded and realised.

This is especially important when large-scale investments are involved, as can be the case with wind-at-sea projects and projects on green hydrogen. The EFT in such a case simply serves to bring together supply and demand for project development and investment.

1.4 The niche approach

ETF works with eight focus themes

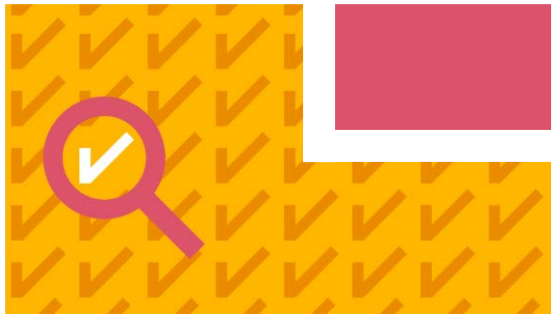
The ETF works with specific niche topics within the energy transition domain. The MFA aims to identify niches where Dutch experts have significant added value. The ETF has defined eight focus themes, and the ETF attempts to align Dutch expertise with these themes. Occupying a niche is valuable according to the MFA, as it simplifies the search for activities that are of mutual interest and where there is complementarity with a partner country. This further helps the policy dialogue on the energy transition.

In earlier years, the programme was more free-format, and partner countries could themselves indicate the type of cooperation they sought for projects within the programme. Currently, the ETF team tries to steer them more towards selected Dutch best practices.

Adding value within a niche aims to build trust

In the initial years of the ETF there was emphasis trying to determine how to best approach bilateral talks on the energy transition. This effort led to the eight focus themes. The MFA believes this process has worked well, pointing to a solid base to work from in each of the nine partner countries. The RVO shares this view although they also see a need to review the themes periodically in order to streamline activities further.

The types of relationships established in this manner are not available off the shelf. They require building mutual trust and interest in what each of the parties has to offer. This has been a continuous effort from the ETF, the IGG and the Embassies since the beginning.



The ETF works with the following niches

The ETF team has chosen to focus on the following niches where Dutch experts are seen to have particularly strong expertise: solar energy, offshore wind energy, hydrogen, sustainable energy systems, waste-to-energy, e-mobility, the built environment and the water-energy-food nexus.

Theme	Projects	Countries	Experts
The water-energy-food nexus	6	6	5
Waste-to-energy	3	1	2
Hydrogen	2	2	12
Sustainable energy systems	2	1 + 1 regional	3
Solar energy	2	2	3
Built environment	2	2	10
E-mobility	1	1 regional	2
Offshore wind	1	1	1
Other	7	n/a	7

1.5 The role of the Embassies

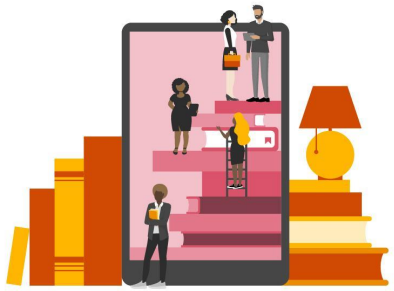
Policy dialogue and network access

The policy dialogue on energy transition is primarily conducted by the Embassies. The ETF team at the RVO attempts to stay relatively close to that process and to support the dialogue, both through the lens of the Dutch niches, and through the lens of energy transition needs and opportunities.

The role of the Embassies is to focus on their most valuable contribution: unlocking and accessing their networks. To ensure that the ETF would not eat up too much of their time, all admin work is done by the RVO. Consequently, the MFA sees the ETF as one of the easiest programmes for the Embassies to work with.

Energy transition on the agenda

The Embassies are enthusiastic about the programme and energy transition and over the years climate are topics have appeared in an increasing number of Embassies' multi-annual country strategies (MACS). Alignment between the ETF team at the RVO, the Embassy and the partner government is crucial to the ETF's success (see section 4.3).

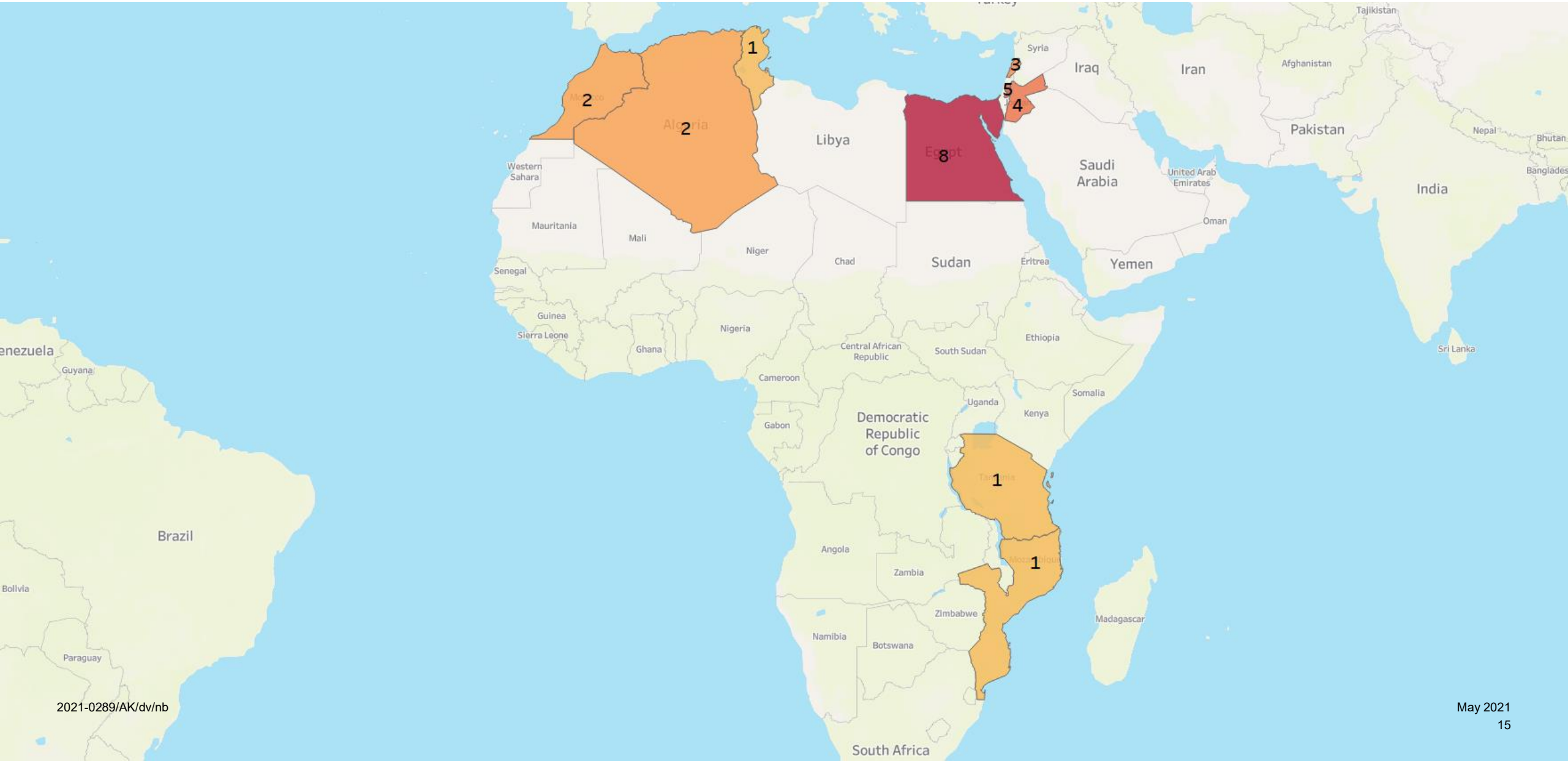


The ETF has projects with the following Embassies

The ETF has the following projects in the nine beneficiary countries:

- Algeria: one project on solar and one project on dangerous substances by RIVM
- Egypt: a few exploratory projects around cooperation in general, one project on solar, one on the water-energy-food nexus and one on energy in land reclamation
- Jordan: two projects on the water-energy-food nexus
- Lebanon: one policy advice project, one on the built environment and one on water-energy-food nexus
- Morocco: one large project on hydrogen and one project about the built environment
- Mozambique: one project about gender equality in the energy transition
- Palestinian territories: three projects on waste-to-energy and two on sustainable energy systems
- Tanzania: one project about the water-energy-food nexus
- Tunisia: one project about offshore wind and one project about hydrogen

1.6 Geographic spread of ETF projects



1.7 The role of the Dutch experts

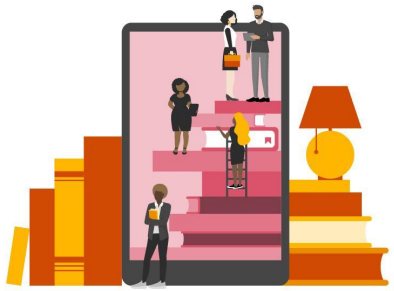
Inspiration and knowledge transfer

The Dutch experts are very enthusiastic about the ETF approach. They are contracted by the RVO based on a Terms of Reference document and work in close collaboration with the RVO to develop projects in the partner countries.

Their activities may consist of knowledge seminars, inspirational workshops, networking events, feasibility and exploratory studies, and other preliminary project development activities. So far activities include workshops and (online and offline) trainings, webinars, technical assistance projects (e.g. laboratory accreditation), written studies and policy papers, facilitating online discussion, among others.

Experts are selected from the network of RVO

During the selection of experts, sometimes Embassies will provide names of experts they like, but typically this part of the process is managed by the RVO. In some cases, the RVO themselves have a good picture on which expert may be available for a specific topic, and in some cases there is a wider call for experts that interested individuals need to respond to.



ETF deploys experts from the following organisations

The ETF deploys experts from a wide variety of organisations, both private and public, such as:

- Universities and research institutes
- Dutch infrastructure operators
- Private-public sector consortia
- NGOs (e.g. Green Field Cities)
- IGOs (i.e. Benelux Union)
- Consultancies and companies with technical expertise

1.8 The RVO implements projects

Country coordinators and thematic specialists

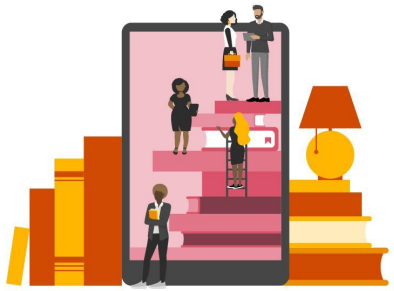
The ETF team at the RVO is comprised of country coordinators and thematic specialists. The country coordinator is the first point of contact for the Dutch Embassies. This coordinator knows everything that the ETF has going on in a specific country. This is also helpful for the Embassies as the coordinator manages all projects in that specific country.

The thematic specialist is brought on board as soon as a project is scoped along the lines of the specific thematic content. This approach appears to have worked well until now.

RVO supports the Embassies and contracts the experts

The division of responsibilities between the RVO and the Embassies differs per country. Some Embassies stay very close to their projects. Others lean more on information coming from the RVO. In general, most communication takes place at the start of a project, typically with weekly conference calls. The ToR of a project is always developed in collaboration with the Embassy.

All admin work is done by the RVO, leaving the Embassies to focus on optimally using their networks in the host countries.



Flexibility to push for progress

In some cases, the RVO can provide incidental subsidies to make sure the right expert can be deployed for a certain project. For instance, during a waste-to-energy project in the Palestinian territories (see case studies), which was a follow-up on a previous project, the Palestinian authorities wanted to work with the same expert as before and this request was granted.

In order to grant the request, the RVO financed the deployment of this expert through an incidental subsidy, foregoing a procurement and tendering process. In all cases, this is reviewed internally within the RVO.

1.9 Trusting relationships

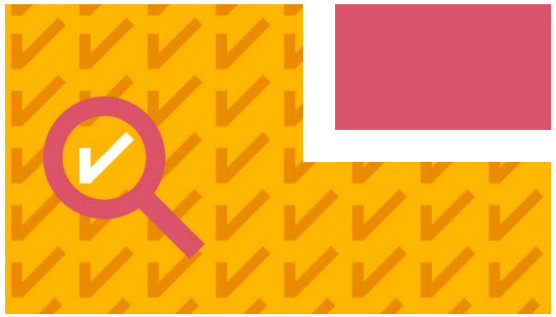
Contacts are crucial

When working in the MENA region, contacts are crucial and trusting relationships need to be built and maintained extensively. This view is shared by the IGG. The MFA has invested substantial time and effort through its Embassies in order to build relations with governments of partner countries on the topic of the energy transition.

In the early months of the ETF, Embassies were trying to determine what the role of the ETF should be and how the RVO could best assist them. Each of the Embassies also has its own multi-annual country strategy (MACS) that in some cases already included the energy transition as a thematic priority. Based on this early scoping effort, the Embassies and the RVO also developed the niche approach.

Continuous push towards progress

Political developments in partner countries can impact policy dialogue and knowledge transfer activities within the ETF. For instance, when there was a change of government in Algeria, everything was halted for some time. In other cases, governments or ministerial departments can have pre-existing preferences for projects in certain sectors or using certain technologies. In order to steer projects in the desired direction, the MFA tries to push the process of bilateral dialogue and knowledge exchange along several avenues of communication through its Embassies.



Examples hereof are reports by IEA and IRENA (sometimes also commissioned by MFA), which analyse the energy transition developments in the MENA countries.

Regional opportunities and best practices are meant to trigger partner country governments to move from high-level awareness to more detailed concepts for the energy transition.

Good practice from Indonesia

In Indonesia, bilateral cooperation was established in the early 90s, with several visits back and forth by policy makers and private sector representatives.

In 2008, when the MFA wanted to strengthen its energy agenda in Indonesia, existing relations allowed them to develop and confirm a €10 million investment programme within a week's time.

This served as a good example on which the ETF was partly based. A solid foundation of bilateral meetings and cooperation provided the groundwork on which the ETF could be mobilised at a later stage.

1.10 Data collection methods

We used a **combination of methods** for data collection, including an online survey, to gain insights that allow us to answer the evaluation questions and meet the evaluation objectives.

1. Desk Research

We started by reviewing ETF strategy documents and processes, as well as project documentation and data collected in M&E systems. Relevant documentation included:

- Annual (narrative and financial) reporting by RVO to the MFA
- Reports per implemented output (ETF project reports) and project information from IATI (RVO)
- ETF website content

2. Qualtrics Survey

We ran a survey among the Dutch experts involved in ETF projects, obtaining response from the majority of experts and the majority of organisations they represent.

This survey generated data on the perceptions of these experts on the relevance and effectiveness of their work. This data allows us to triangulate our research findings from the desk research and the interviews.

The answers to the survey also served as input for key informant interviews.

We used the Qualtrics platform to deploy the survey in an accessible and user friendly manner.

PwC is strict on data security requirements and, together with RVO, has taken privacy laws and regulations into account, such as the GDPR.

3. Interviews

We conducted key informant interviews to collect in-depth information from multiple perspectives.

We conducted interviews with representatives of NL-MFA and RVO to understand as much as possible on the design and implementation of ETF.

We interviewed representatives of the Dutch embassies in each of the nine countries, to collect robust narratives on the cooperation between RVO, NL-MFA and the Dutch embassies.

Interviews with representatives of the Dutch embassies in Egypt, Algeria, Morocco and the Palestinian territories also served to provide more detail on projects selected for an in-depth case study.

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4. Case studies

We conducted four in-depth case studies. These provided us with detailed information on the development and implementation of policies and pilot projects in partner countries, and their contribution to the energy transition in the partner countries.

A case study selection was conducted together with the client, resulting in the selection of projects that are relevant for the evaluation and for learning purposes.

Our local consultant conducted in-depth interviews with participating governments, implementing organisations in partner countries, and independent national and regional experts.

* Based on IATI data. Counting projects that run in several countries separately the data shows 43 projects.

1.11 We followed an assignment timeline of 9 weeks

Activities & considerations per phase	Week
Phase 1: Inception phase	**1-2**
We started the assignment as soon as possible in the week of the 15th of February. We used the inception phase to refine the evaluation questions, detail our approach and organise the data collection (receive documents and contacts, develop templates). By starting directly, we delivered the inception report by the 25th of February.	
Phase 2. Desk research & survey	**2-5**
In the second phase we reviewed documents to extract findings on the ETF in relation to the OECD-DAC criteria. We started the desk research in the second week with the first documents we received and collected. We sent out the survey among Dutch experts in week 4. Response was highest after the first reminder. We followed up to increase response in the week after.	
Phase 3. Interviews & case studies	**4-9**
Starting in week 4 we had interviews with RVO, MFA and the Embassies, and started interviews with additional stakeholders. Simultaneously, our team collected information for the selected case study projects from documents and interviews. We first conducted interviews with the Embassy for the selected countries and, for the case studies, then had interviews with involved government officials and other relevant stakeholders. Interviews with independent experts were conducted as soon as they were available.	
Phase 4: Analysis and Reporting	**9+**
In the analysis we consolidated & triangulated findings. We answered evaluation questions and developed conclusions and recommendations. We submitted the draft report by the 15th of April.	

2

Relevance of the Energy Transition Facility

2.1 Strategic relationships

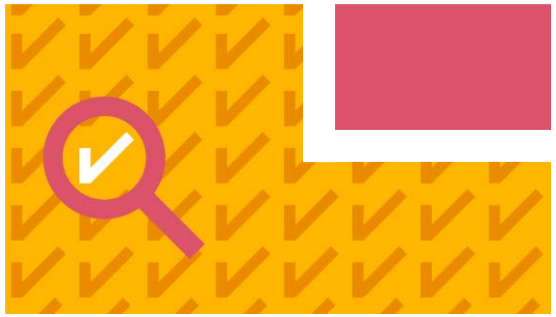
Strategic relationships are partially country dependent

On the whole, the ETF appears to offer a foundation for a strategic relationship with partner countries in the field of energy transition. The case studies indicate this is the case for the four projects analysed. The Dutch experts surveyed also responded very positively about the potential for strategic partnerships offered by the projects they were involved with.

Nonetheless, the extent to which the ETF offers the foundation for a strategic relationship depends on country specifics. This has been made clear both by the beneficiaries we spoke to and by the independent experts we consulted in the partner countries.

In Morocco there is an ongoing partnership in the hydrogen sector (separate from the ETF, but which the ETF could tap into). Through this long-term partnership Morocco is expected to supply green hydrogen to the Netherlands and Europe via the Port of Rotterdam.

The energy transition is a key priority for the Tunisian government and this could form the basis for a strong and strategic relationship between the Netherlands and Tunisia. However, the ETF cannot achieve this on its own and would need a stronger focus on energy issues at the Embassy in Tunis – energy is currently not a thematic priority in the Embassy MACS.



In Algeria activities got off to a good start but the change of government made progress more difficult. Nonetheless, the ETF worked hard to create the goodwill needed, and some time ago activities were able to resume. The Netherlands and Algeria now have a Memorandum of Understanding in the field of energy transition, which would form a good basis for any future work.

In Lebanon and Egypt, conditionality attached to foreign aid makes it hard to form a strategic relationship with the countries. However, from an ETF point of view a strategic relationship at the grassroots' level is still possible and has been a success factor.

In the Palestinian territories the ETF has created a very good working relationship with one implementing agency, the Palestinian Energy and Natural Resources Authority (PENRA). This working relationship was made possible through capacity building activities around the legal and regulatory framework for assessing waste-to-energy projects in the territory.

2.2 Energy ambitions

The ETF does not significantly raise renewable energy ambitions of partner countries

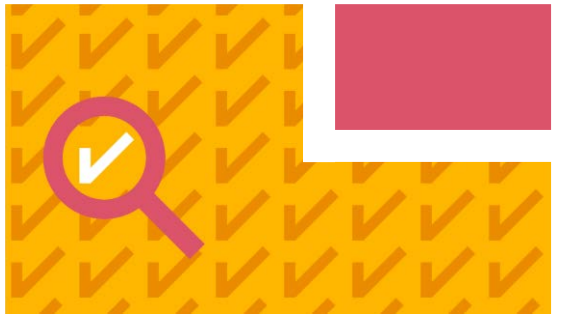
In countries where the energy transition was not a top priority, the ETF did not appear to significantly change this outlook. The programme can nonetheless help push the balance in the right direction by implementing small-scale projects on the ground.

In most of the programme countries the energy transition is on the radar of the government even when it is not a top priority. The MENA countries in particular all have National Energy Action Plans coordinated through the Arab League and based on the EU's 2010 Energy Directive.

But is often consistent with existing goals and needs in the partner countries

In countries where renewable energy was already on the agenda of the government, the ETF did not raise that ambition but worked in concert with already existing goals. Many interviewees mentioned that the flexibility of the ETF made it easy to align with the goals and needs of the partner countries.

As an example, in Morocco discussions on development of the hydrogen sector were already underway in 2019, before ETF activities started. Morocco has set itself the ambition of becoming a hub for green hydrogen for Europe, and Germany was early in exploring options around the production of hydrogen in the country. The ETF came in later and ran a series of webinars in 2020. The ETF is now very well connected with already existing Dutch projects in the country. The ETF is thus complementing an already ongoing trend.



Similarly in Algeria, Tunisia and Jordan, the energy transition was already a priority that the ETF has helped push forward.

In Algeria, the government wanted to lead by example by putting solar panels on the roofs of all government buildings, but certification was needed for quality control of imported solar panels. The ETF facilitated this process by training the staff at the Renewable Energy Development Center Algeria (CDER) in order for the centre to be accredited to do nationwide certification of solar panels.

In both Lebanon and the Palestinian territories, the energy transition is not a direct priority but is seen as a tool to use to improve the quality of life in the territories.

2.3 Visibility of the ETF

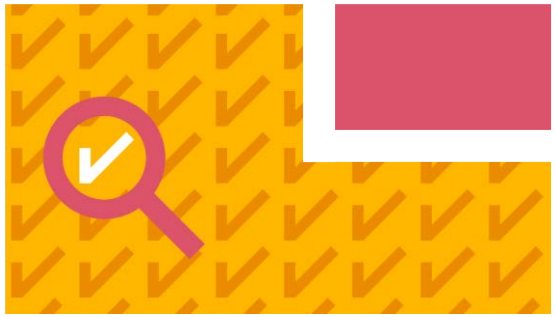
The ETF is visible through the Embassies in the programme countries

In order for beneficiaries to be able to make use of the ETF instrument, the ETF needs to be both visible and accessible to them – this means an awareness of the programme as well as simple and straightforward procedures to be able to access project funding and support. Embassies play a key role here as they are often the ones connecting beneficiaries and the ETF team at the RVO.

The ETF is both visible and accessible to all Embassies in the programme countries and all the Embassies were positive about the easy use of the ETF. Some asked for even greater flexibility in its application but the overall assessment was that the ETF is a simple and straightforward instrument to use. In addition the ETF team at the RVO was easy to reach and very approachable.

However, outside the circle of Embassies the ETF has little visibility, and it remains the Embassies' job to bring the ETF to the potential beneficiaries and project partners. With the exception of Tunis, all Embassies were actively seeking visibility for the ETF. In countries where energy is regulated by the government, the ETF was more visible due to the role of the Embassies. In Jordan and Algeria, for example, the success of the ETF hinged on the network of the Embassies.

For the reasons listed above – Embassies provide the inroads to the ETF – , the independent consultant in the programme countries were mostly unaware of the ETF.



Likewise, the Dutch experts were also mostly unaware of the ETF until they were approached by RVO seeking their involvement in a particular project.

This said, it may not necessarily be the ETF that needs to be visible, but rather the Dutch niches of expertise. As long as the Embassies and potential partners can easily access the facility this would seem more important. The ETF should help position the Netherlands as the preferred business partner for the energy transition, but it should do so together with other Public Diplomacy instruments available internally at the MFA and through instruments managed by the RVO.

2.4 First steps require follow-up

The ETF provides a good first step towards sustainable change

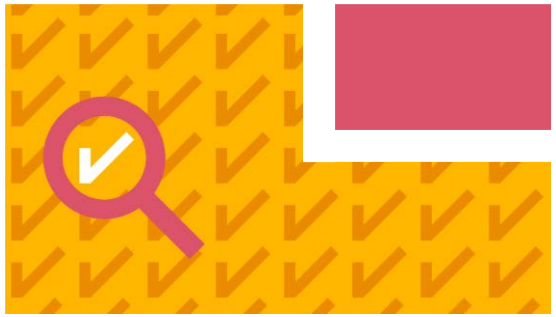
Nearly all experts involved were very positive about the contribution of the ETF to sustainable change. The nature of many projects is that they were a first step in a new direction. The studies and knowledge transfer activities by themselves will not lead to sustainable change but are important first steps.

However, the projects do offer the foundation for future sustainable change, especially in areas where projects have focused on capacity building and professional development of the local partners, or where an established legal or regulatory framework will be in place long after the ETF has completed its work.

An example of this is Algeria where the project will have a long-lasting change due to the training of the CDER staff. The project in Jordan similarly made a lasting but one-time change as technical processes were changed at the local water company.

In the Palestinian territories the upskilling at the Palestinian Energy and Natural Resources Authority (PENRA) and the roll-out of an assessment tool for tenders and unsolicited offers has already made a difference but will need to be followed up in order to be truly successful. PENRA themselves have requested this.

In Morocco, the ETF webinar has been followed by new additional projects, but this is irrespective of the ETF. There were already plans for hydrogen production in Morocco, which then coincided with the ETF involvement.



Without follow-up, few projects will continue or grow at the end of the project life

Many ETF projects have been first steps that have set a process in motion. Projects such as studies and knowledge transfer activities are meant to increase the probability that there can be sustainable change. Without concrete follow-up projects, this process will not persist.

The evolutionary model on which the ETF is built, only works when funding is continued, including via other RVO programmes or technical assistance programs by multi- or bi-lateral banks. The Embassies in particular stressed the importance of a long-term commitment of the Netherlands in a partner country.

2.5 Relevance depends on local ambitions

The ETF is relevant in the selected partner countries due to its adjustability

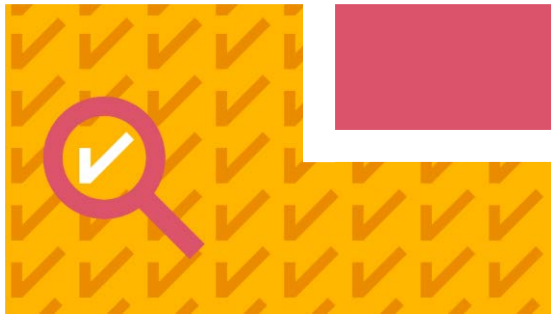
The relevance of the ETF depends largely on the ambitions of the partner country's government. If energy is a priority in a programme country, then the ETF is very relevant. That said, the ETF could be a valuable tool in any developing country as it is flexible enough to adjust to local circumstances.

For countries where sustainable energy is already a long-standing priority and high on the agenda (such as Morocco), the ETF would benefit from providing specialised and advanced knowledge. These countries already have foundational knowledge and the relevant infrastructure and would benefit from more advanced knowledge transfer.

The pool of selected countries will depend on the objectives of the ETF

When selecting programme countries it would be of paramount importance to make strategic decisions based on what the MFA wants to achieve through the ETF. Is the objective to reduce greenhouse gases (GHG)? Or is it to foster peace and stability in the countries covered by the European Neighbourhood policy?

For example, if the idea behind the ETF is to maximise the reduction of GHG worldwide, the inclusion of small emitters such as Tanzania and Mozambique could be



questioned. Given the yet unexploited gas natural reserves in those countries, a focus on CC(U)S in the context of the energy transition could yield significantly larger impacts than small scale projects to promote renewable energy sources among the local population.

Likewise, if the focus is on maximising the reduction of GHG emissions, then adding big emitters like South Africa, or oil producers like Angola and Nigeria, to the pool of programme countries may have a bigger impact than the existing pool.

With a peace and security perspective in mind, countries like Libya and Syria could be added as programme countries once the situation allows for it.

When selecting countries it would be important to first establish objective screening criteria against which countries can be assessed.

2.6 Liaise with financiers

The ETF may benefit from creating more synergy with potential financiers

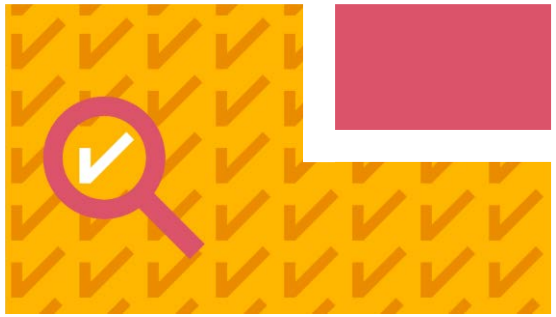
The ETF has a budget of only about €100k per country per year, which is relatively modest. For this reason, the MFA sees this budget as seed money to make the first connections between energy transition actors and kick-start project development activities.

This is also why it is important for ETF activities to be aligned with other policy instruments that focus on G2G activities and on the promotion of international B2B activities, such as Develop2Build and Drive in order to develop better projects.

ETF activities need to be followed up by investment projects by other actors. The MFA and RVO acknowledge that this aspect of the ETF approach is not straightforward, and in some cases can be difficult to navigate. Enthusiasm among government actors and sectoral players is welcomed by the MFA, yet they consider the proof of the pudding to be in the eating: getting projects financed.

Organisations such as the World Bank, EBRD, FMO and GiZ have the strategic scope and financial capacity to follow up on ETF activities. However, they each have their own timeline of investment cycles, fact-finding missions, funding rounds, and so forth.

The ETF would greatly benefit from creating more synergy with other donors, Embassies, governments in programme countries and with the private sector. More communication and closer cooperation would increase the relevance of the ETF.



Structural liaison with development banks

Currently, there is no structural communication between the ETF team and banks and international investors to discuss project development and upcoming investment opportunities.

Both the MFA and the ETF team at RVO indicate that RVO can do more to align with international financial institutions such as the World Bank (WB) or the EBRD, or national development banks such as the FMO. Those institutions could help take ETF projects further after the ETF has provided ‘a first step in the right direction’ (see section 2.5).

The ETF team’s communication with FMO is fairly ad-hoc, and the same goes for communication with EBRD. One way to work with this could be to formalise contact with those institutions by appointing liaisons on both sides. The governing bodies of these organisations have representatives from each country that is a shareholder and those contact persons could be a way in for the ETF. This contact would however be best managed by the MFA, at least at the initial stages.

Another point of contact could be the Dutch representations in Washington (WB) and London (EBRD) that will also have a liaison officer for each institution.

2.7 Align with several other RVO instruments

Several RVO instruments can help to finance follow-up of ETF activities after first connections between energy transition actors have been made, and project development activities have been kick-started.

Eligible activities range from continued networking and knowledge sharing, through demonstration projects and feasibility studies, to investment preparation activities and actual investments. The scope of the actual investments appears to be the size of the stepping stone towards investments from international organisations (e.g. EBRD).

1. Networking and knowledge sharing

- Projects in the focus countries can benefit from support from the **Starters for International Business** (SIB) Mission voucher, SIB Market Entry voucher, SIB Individual trade fair participation, and SIB Knowledge voucher. Excluded focus countries and territories are Lebanon, Palestinian Territories, Tanzania, Tunisia.
- Projects in the focus countries can benefit from support from the **Partners for International Business** (PIB) programme

2. Demonstration and feasibility

- Projects in the focus countries can benefit from support from the **DHI** instrument (except for Tunisia)
- Projects in Mozambique, Tanzania and the Palestinian Territories can benefit from support from the **Develop2Build** programme

3. Investment preparation

- Projects in the focus countries can benefit from support from the **DHI** instrument (except for Tunisia)
- Projects in Mozambique, Tanzania and the Palestinian Territories can benefit from support from the **Develop2Build** programme

4. Investment

- Projects in the focus countries can benefit from support from the **DHI** (except for Tunisia) and **DRIVE** instruments
- Projects in the focus countries can benefit from support from the **Dutch Good Growth Fund** (DGGF), with the exception of Jordan
- Projects in Jordan can benefit from support from the **Dutch Trade and Investment Fund** (DTIF)
- Projects in Mozambique and Tanzania can benefit from support from the **Energising Development** programma (EnDev) and from the **SDG 7 Results programme** Access to renewable energy
- Projects in Mozambique, Tanzania and the Palestinian Territories can benefit from support from the **Develop2Build** programme

2.8 Trusted relationships are crucial

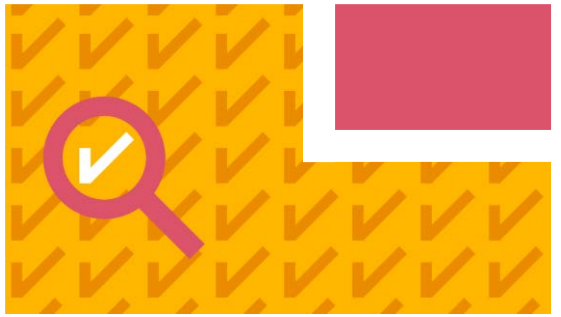
Optimising the use of Embassies

The Embassies remain one important node in the set-up of the ETF. Both in terms of advancing the visibility of the ETF as discussed above, but also in terms of providing local knowledge as discussed in the introduction. Tapping into the networks and local knowledge of the Embassies is therefore key to ensuring that the ETF stays relevant in the programme countries.

Both the Embassies and the MFA in The Hague share the view that when working in the MENA region trusted relationships are crucial and need to be built and maintained continuously. In all policy domains this is the role of any Embassy or foreign mission.

Embassies have an ongoing dialogue with their local counterparts on a daily basis and will therefore be well informed when there are sudden changes in internal ministerial appointments or changes in policy priorities by the government that may affect the overall relevance of the ETF in the country or bring potential new challenges to the execution of ongoing projects on the ground. Sometimes a small change in policy focus or personnel changes within a ministry can have a significant impact for the practical day-to-day execution of ETF actives.

In addition to this, Embassies can really use both their network and status in a country to open doors at ministries and public authorities. The importance of the Embassies as recognised bilateral partners in the programme countries should not be under-estimated. Contact with local partners is therefore best managed by the Embassy in a country, especially if they are new contacts and a trusted relationship has not yet been established.



In our interviews with the Embassies, many interlocutors raised the RVO's use of this knowledge and local networks as a point for further improvement of the ETF. With a better overview of what is needed in a partner country, the RVO would be able to design better projects and create better synergies with other donors, the private sector and the partner country's government. Here local knowledge of what works and what doesn't is at least as important as technical knowledge for project viability.

2.9 Increasing the relevance of the ETF

More local involvement

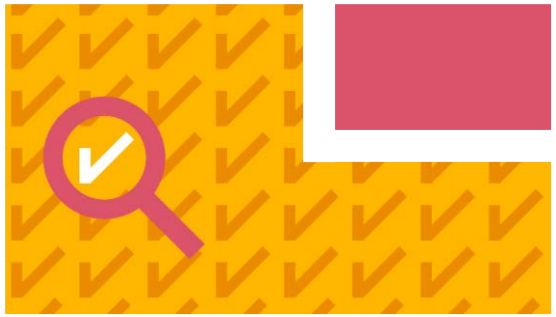
Dutch experts see opportunities to increase the relevance of the ETF by getting more involved with national governments and regulators, and with local small and medium enterprises (SMEs). The ETF could consider being even more involved in the preparation of policies, strategies and legislation that benefits the energy transition and access to energy. ETF could consider supporting SMEs in partner countries to build joint projects and ventures in their own market and in the market of surrounding countries

These experts consider it very important to have first hand information on the desired outcome or final goal of the project. ETF projects may benefit from in depth interviews with the ETF team, the executing partner and stakeholders in the partner country. This may help to place the activities within an overall framework, benefitting continuity. This is also where the experts would want to see the local ministries be involved, from the perspective of long term planning.

Stronger project continuity

Dutch experts call for more support for project continuity. They indicate that ETF may benefit from a reduction of gaps between different project phases, underlining the importance of keeping the momentum.

In order to increase the potential for next steps towards large-scale projects, some experts say that they would like to see a more continuous programme for ETF activities, with clear milestones on the side of the Dutch government, the implementing



partners and local organisations.

However, rather than signing longer contracts with the experts, which would not be flexible enough if the local circumstances in a programme country changes significantly, it would be good to start designing follow-up projects already during the end-phase of an ongoing project.

Increased scope and budget

Dutch experts indicate that the ETF can become more relevant if budgets can be more flexible. If challenges arise within a project, increased budgets that match the size of the issues could be a solution. Increased budgets can allow technology demonstration, intensified capacity building and/or pilot projects as needs arise. In the expert's view, this will increase the prospects for scaling up projects – even without external support.

On the other hand, the RVO has a large amount of instruments available and the goal should be to link these more to ETF activities.

3

Coherence of the Energy Transition Facility

3.1 Cooperation, flexibility and focus

Cooperation and flexibility are trademarks of the ETF

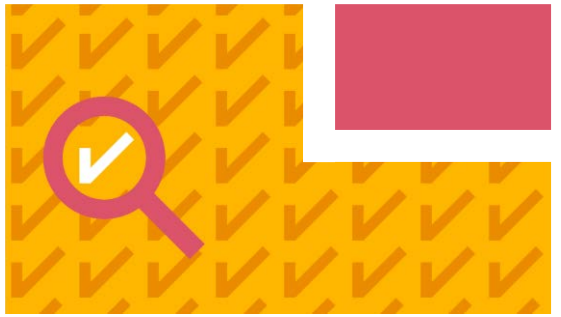
The ETF is an important government-to-government (G2G) instrument available to the Embassies and RVO. Most other G2G programmes are managed and financed centrally from The Hague. This makes the ETF instrument unique and a fit with the MENA region where the energy sector in many countries is in government hands.

The ETF is also unique in its flexibility which makes it possible for the Embassies and RVO to work with the instrument in otherwise challenging environments.

Dutch ‘niches’ or sectors of expertise could benefit from more focus

As mentioned in the introduction, the ETF works with specific niche sectors where Dutch experts are thought to have particular expertise. The list currently contains eight focus themes: solar energy (certification and off-grid), green hydrogen and ammonia, offshore wind energy, waste-to-energy, e-mobility, the built environment, sustainable energy systems and the water-energy-food nexus.

The MFA considers the ‘niche’ approach to be one of the more valuable tools when trying to distinguish the ETF from other international energy transition related programmes financed by the Dutch government. In earlier years, the programme was more free-format, and partner countries could themselves indicate the type of cooperation they sought within the ETF programme. Currently, the ETF team tries to steer projects towards the selected best practices or niches mentioned above.



While providing some focus, the list of ‘niches’ that the ETF strives to promote is still rather long. While projects need to be tailored to the needs of the beneficiaries, the programme could benefit from greater focus on areas where the Netherlands is known to have particularly strong expertise compared to other donors.

Our conversations with energy experts in the Netherlands indicate that the water-food-energy nexus, offshore wind and waste-to-energy could be such areas of expertise. Hydrogen could be added to the list from the angle of transport and storage, given the strategic position of the Port of Rotterdam. Sectors or niches where a Dutch ‘cutting edge’ is not obvious would be solar and the built environment in particular.

On the other hand, capacity building in the area of effective policy and regulation could complement the existing niches. This could be for example expertise on how to set up effective subsidy schemes for renewable energy sources or public-private partnership frameworks.

We suggest that the MFA and the RVO would do a follow-up study to better determine what the ‘niches’ of particular Dutch expertise could be.

3.2 Coherence of the ETF

Coherent in a sometimes crowded space

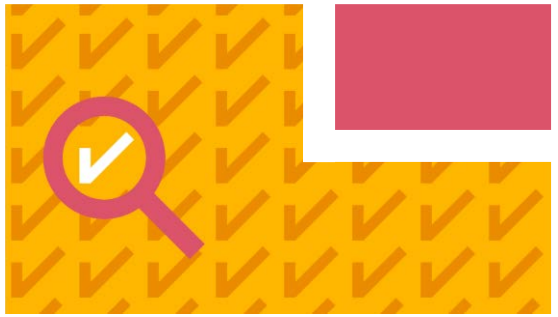
Broadly speaking, the ETF appears to be coherent with developments in partner countries, developments in the Netherlands, and with activities of other donor countries in the MENA region. All current initiatives appear to work in a way that converges on renewable energy generation in the MENA region, both for domestic use in order to decrease energy imports and for export, for example to Europe.

On closer inspection, this image holds – with differences across partner countries. In the Palestinian territories, no other donor country appears to be active in the waste-to-energy domain. Moreover, the technical assistance offered through the ETF helped the Palestinian authorities assess a technical offer from a Dutch company.

In the case of Morocco on the other hand, the hydrogen experts made available through the ETF appeared to find themselves on a running train, set in motion by activities from the governments of Germany and France. Especially the Frauenhoven Institute is said to have played an important role in making hydrogen a priority in the energy strategy of the Moroccan government.

In Lebanon, Germany had also performed a similar work in buildings' energy efficiency, although this was not mentioned by the beneficiaries. Because of the larger budget the work by the German consultants will likely play a bigger role in the re-construction of Beirut than the Dutch guidelines. In both cases, synergies could have been exploited.

Algeria had previously worked with the United States on the certification of PV installations but that work came to an end, which provided the ETF with an opportunity to step in.



Coherent but in a batting order

The Dutch experts surveyed are enthusiastic about the synergies they see between the project they were involved in and other projects related to the energy transition.

From conversations with the RVO, Embassies, beneficiaries and sectoral experts it appears that, through ETF, the Dutch government is typically not the first mover. A batting order seems to have emerged, where German and French experts typically appear early on the scene.

Especially the German government has a way of working with partner governments that focuses on the long term, and that starts at the ministerial level to establish strategic policy frameworks before working their way down to grassroots activities. With larger budgets, the larger donor countries also often work with secondments of civil servants or experts to ministries in the beneficiary countries.

As a small donor, it would be unwise to try to copy this concept. The ETF's flexible way of working and focus on actual implementation at the grassroots level seems to ensure that despite small funds, the Netherlands often punches above its weight.

3.3 Knowledge sharing

Increase knowledge sharing

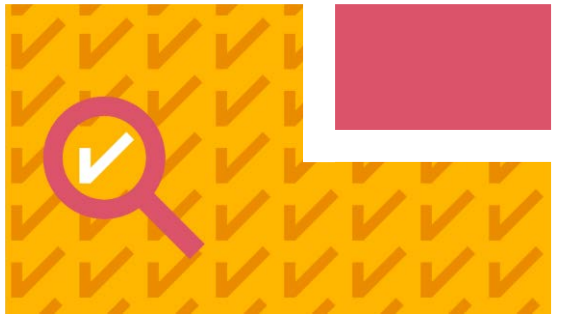
Dutch experts see an opportunity to increase synergies and compatibility with other programmes, activities and initiatives by further encouraging and facilitating the exchange of knowledge and experiences. These experts report a need for cross-learning among supported projects within partner countries, especially in countries where several projects have been initiated, with a clear focus on who does what and why. Also, Dutch experts see a need for knowledge sharing from both sides, indicating that a learning potential may exist for themselves and for the ETF programme that could be met by partner governments.

Actively make it coherent

The Dutch experts surveyed indicate that the ETF may benefit from more active attempts to make it coherent with broader developments, for instance by initiating meetings of project implementors, country coordinators and specialists, where in-depth conversations on project activities, foreseen outcomes and developments that can be latched onto can take place.

The experts also consider European policy as an element that can have positive impact on the synergies ETF can generate. Especially a unified approach from EU Member States on the trade and logistics of hydrogen can provide the ETF with a broad institutional framework within which to position Dutch best practices.

In the Netherlands the Ministry of Economic Affairs and Climate (EZK) has the lead for this policy coordination at the EU level. The ETF team could actively seek closer involvement with this coordination process through the EZK.



Adopt a longer horizon

The Dutch experts would also like to see a longer time horizon in order to implement ideas, allowing ETF projects to develop and mature over a longer period of time.

This ties into the notion of the importance of trusting relationships between counterparties. The Dutch experts echo the notion that these relationships take time to develop. In some instances, limitations on projects under the ETF umbrella, have meant that projects have fallen short of establishing a trusting relationship. Some experts have had the feeling that their project was over just when a relationship was getting off the ground.

Also, these experts indicate that a strong point which increases the coherence of ETF, and that should be continued, is to have the request for projects come from the partner country. Stakeholders need to have a clear motivation for their request and a serious buy-in.

4

Effectiveness of the Energy Transition Facility

4.1 Effectiveness of the ETF

Minor improvement on the Theory of Change

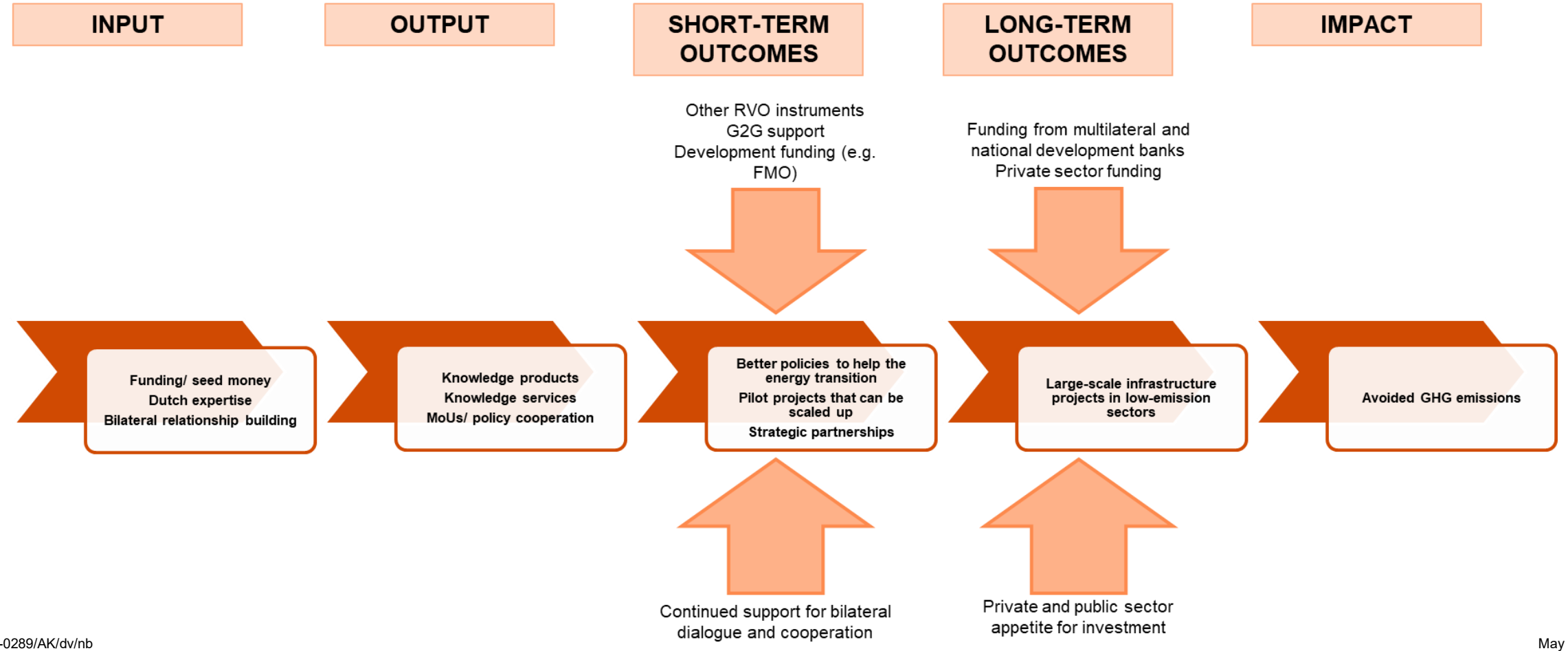
The overarching goal of the energy transition is to reduce GHG emissions, even though this comes with plenty of uncertainties. The current point of view is that, looking at the timeline that starts from early stage discussions and concept notes to the actual construction of installations with measurable impact, or the energy-policy ambitions of a country shifting, it is hard to get beyond establishing a narrative on attribution of any positive impact to EFT activities.

We have adjusted the Theory of Change based on first conversations with MFA and RVO, to take into account how the desired impact of the ETF also depends on activities by other actors in the domain of energy transition (see next page).

The revision of the theory was well received by the stakeholders that we discussed it with. The addition of external factors was a welcome addition to the depiction of the results chain, and was recognised by interviewees at the RVO and the Embassies who had often struggled with how to capture the external factors in the sometimes challenging environments in which the ETF operates.

While applicable to most projects, the ToC makes it difficult to measure the value of a ‘first step’. ETF projects were often just a first step in the right direction.

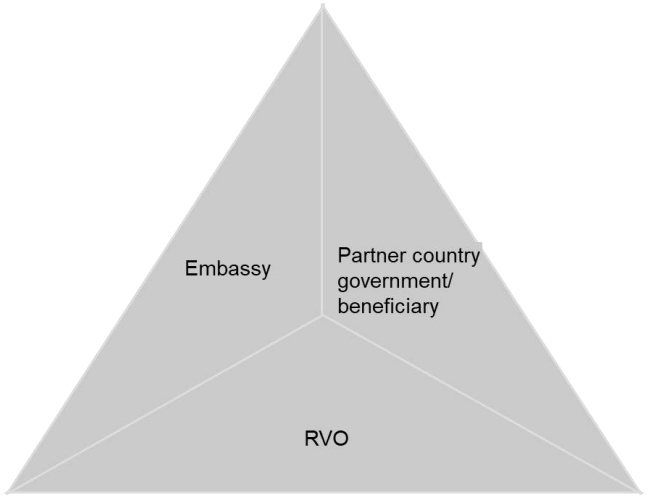
4.2 ETF results chain



4.3 Alignment of partners

Effectiveness depends on all partners being aligned

The ETF is most successful when the triangle of RVO, Embassy and partner country all have the energy transition as a thematic and strategic priority.



Implementing successful projects on the ground in the ETF programme countries is a joint effort of the ETF team at RVO on the one hand and the Embassies in cooperation with the local partners on the other. Our interviews with stakeholders indicate that the ETF works optimally when the interests of those three actors are aligned. When local demand meets supply in the form of the Dutch 'niches'. The priority of the ETF to the RVO is a given, but in some cases either the involvement of the Embassy or of local stakeholders could be better.

As mentioned, some of the Embassies in the programme countries do not have the energy transition as a thematic priority in their multi-annual country strategies (MACS), and the ETF team has needed to look for other in-ways in order to carry out projects in the country, for example via the water sector in Jordan. It would help the ETF if MFA could ensure internal alignment whereby the policy objectives of the Ministry in The Hague would also be reflected in the Embassy country strategies in programme countries, especially in cases where energy transition is on the agenda of the partner country.

Likewise, in cases where the energy transition is not on the agenda of the partner government, this influences how effective ETF projects can be. In the past, the ETF has worked around this by supporting a local NGO (Mozambique) or engaging project partners at a lower administrative level in the partner country (Jordan). It could be asked if such workarounds are worthwhile.

In some cases the triangle of actors could be complemented by support from the MFA centrally in The Hague. As mentioned in the introduction, the policy dialogue on energy transition is primarily conducted by the Embassies, but in some context where the political landscape is highly formal the Embassy and the ETF could benefit from more involvement from the IGG or the MFA country desk. This was mentioned by our interlocutor in Algeria.

4.3 Cooperation & responsibilities

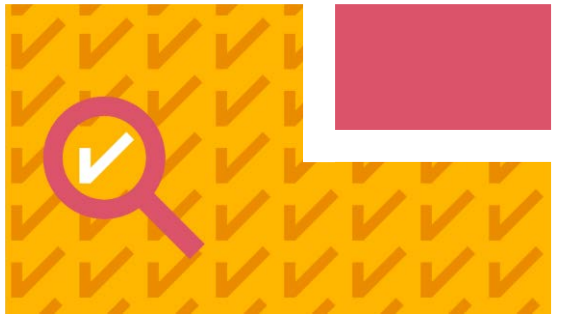
Cooperation works best when roles and responsibilities are clear

Other than aligning objectives between the three main stakeholders, our interviews showed that collaboration could be made easier with more clarity on the different roles and responsibilities. It would help if participants on the Dutch side would have a clear view on what is expected from each other during the different stages of a project. This would mean laying this out clearly at the beginning of the project to avoid any misunderstandings or overlap of work.

While the Embassies and the ETF team at RVO work closely on an almost daily basis, the Dutch experts would need to be briefed by RVO on their role and the expectations of them at each stage of the project. For example for in Morocco, this was not clear to the Dutch participants some of whom also said that they had been invited very late.

In terms of division of labour between the Embassies and the RVO, the ETF team could focus more on technical assistance, while Embassies would have role to play in briefing the Dutch experts on the local context and to ‘open doors’ - to Ministries and other important stakeholders in the partner countries – for the ETF.

Despite those suggested improvements, all interviewees were positive about their collaboration with the ETF team at the RVO. The RVO was described as very accessible and easy people to work with, although they could in some cases improve on their response time.



4.4 Contribution of the ETF

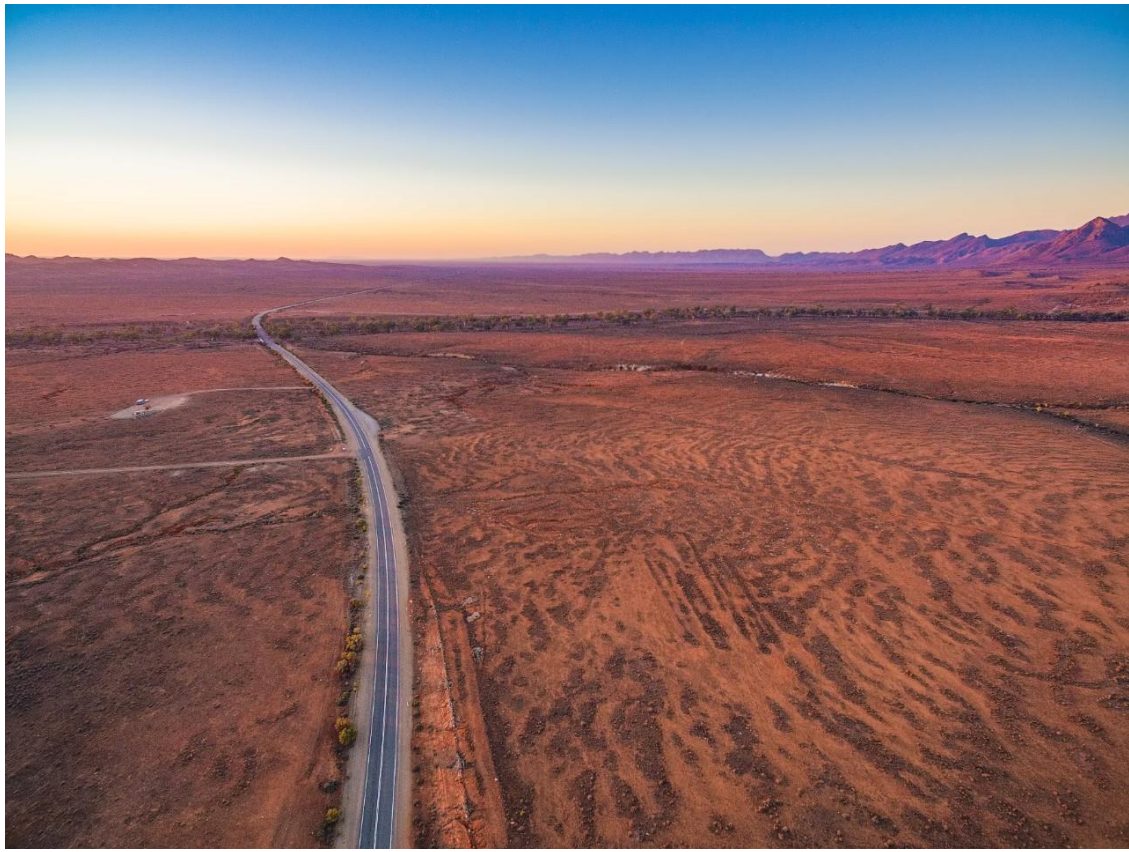
The ETF contributed moderately to Dutch climate diplomacy goals

The ETF is one of the instruments of Dutch climate diplomacy. As such it contributed to the goals, but cannot be said to do so in isolation. The ETF is one of many instruments of the Dutch government that need to work in concert to achieve the overall objectives. Also, as described in sections 2.3, 2.5, 2.7, 4.2 and 4.3, the impact pathway of ETF that runs from inputs and activities to sustainable impact is myriad with contextual and third-party influences.

Among the parties interviewed, the reactions on the contribution of the ETF on Dutch climate diplomacy goals were mostly neutral or positive. The Dutch experts were mostly neutral on this topic and showed no clear indication whether the ETF contributed to diplomacy goals or not. It is not clear whether all experts were aware the Dutch climate diplomacy goals.

The RVO and the Embassies were largely positive about the extent to which ETF contributed to the Dutch government's climate diplomacy goals.

In all four case studies, the ETF projects contributed to either build or strengthen a strategic relationship with the partner country in the area of energy transition. For all cases, the projects were aligned with the country's goals. For Algeria, Lebanon and the Palestinian territories, the projects addressed a pressing and critical need of the country. However, in none of the cases did the projects appear to raise the countries ambitions.



4.5 Best practices

The best practices being shared by the ETF, are not necessary the exclusive domain of the Netherlands

The extent to which the ETF succeeds in offering Dutch best practices partially depends on the country, but is also related to the question about Dutch practices addressed in section 3.1 of this report. Some of the focus areas of the ETF may be real areas of particular Dutch expertise, where other themes may see more overlap with other donors who also focus on those themes and who may be more advanced on the topic.

Some of our interlocutors both at the Embassies and at RVO shared this view and questioned the extent to which the Netherlands is better equipped to share certain best practises than other European donors. On the other hand, projects also need to be tailored to the needs of the beneficiaries and in this sense it may be inevitable that the ETF will chase the same opportunities as other European donors are.

In terms of country context, beneficiaries and the independent experts in most partner countries had an overall positive view on Dutch best practises. Only in Morocco did the participants on the Moroccan side indicate that the webinar that was delivered was not advanced enough. Participants were seeking answers to very specific and technical questions that were not addressed.

Overall the MFA and RVO would do well reviewing the list of ‘niches’ or sectors of Dutch expertise.

4.6 Gender and the ETF

Overall, gender issues were not successfully addressed by the ETF

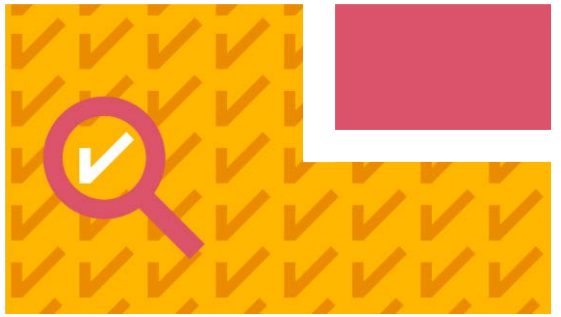
While gender is an important policy aspect for the MFA, which considers it a cross-cutting aspect for all sectors and themes, gender has not been a main focus in most ETF projects. The project in Mozambique, with a network of women leaders in the energy sector, is the only ETF project in which gender has been an important component in the setup and objectives of the project.

In general, women are often a minority among the beneficiaries due to the demographic build up of the energy sector as well as gender structures in the programme countries themselves. In many of the programme countries, as well as in the Netherlands, a majority of those working in the energy sector are male.

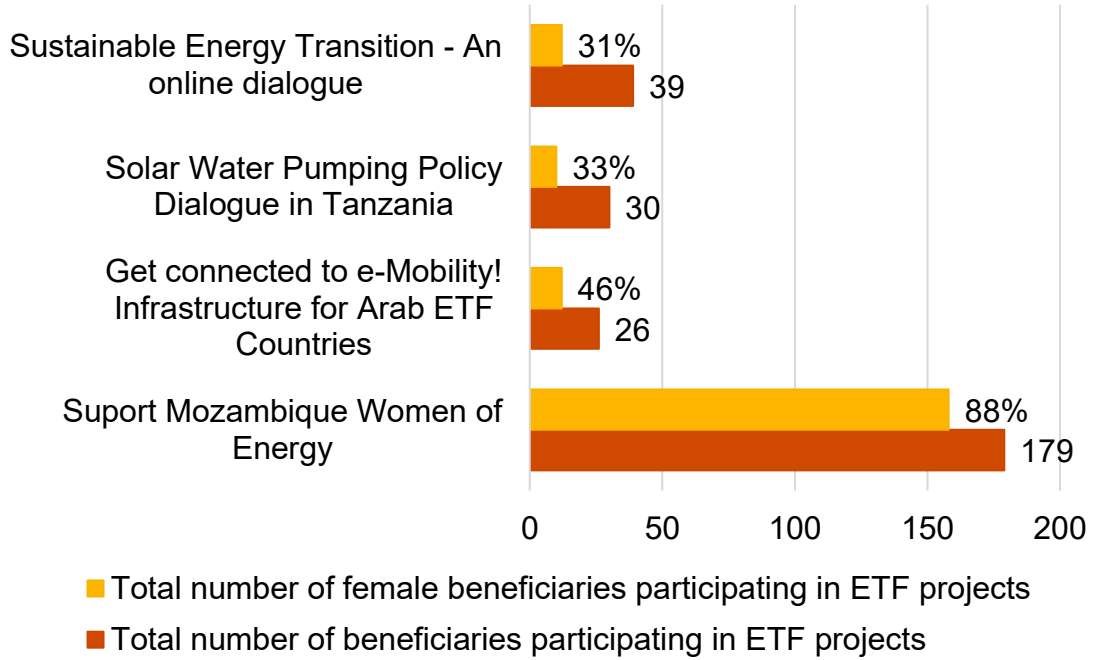
Not all countries in the region are the same however. Algeria for example has a high number of women holding engineering degrees. Still, issues remain, especially when these women try to enter the labour market. In Jordan in the other hand, there is a majority of women engineers, as their male counterparts often take up more lucrative work opportunities in the Gulf region.

The independent experts, the RVO and the Embassies nonetheless note that there are obvious challenges to gender equality in many of the partner countries. On the other hand, partner countries should not be selected on the basis of where the ETF could achieve a gender balance (see section 2.6 for the selection of programme countries).

It is notable that among the Dutch experts that were sent out to partner countries only a small number were women (7 out of 46). It would likely make it easier to implement the gender aspect on the partner side if it is also a priority from the donor side.

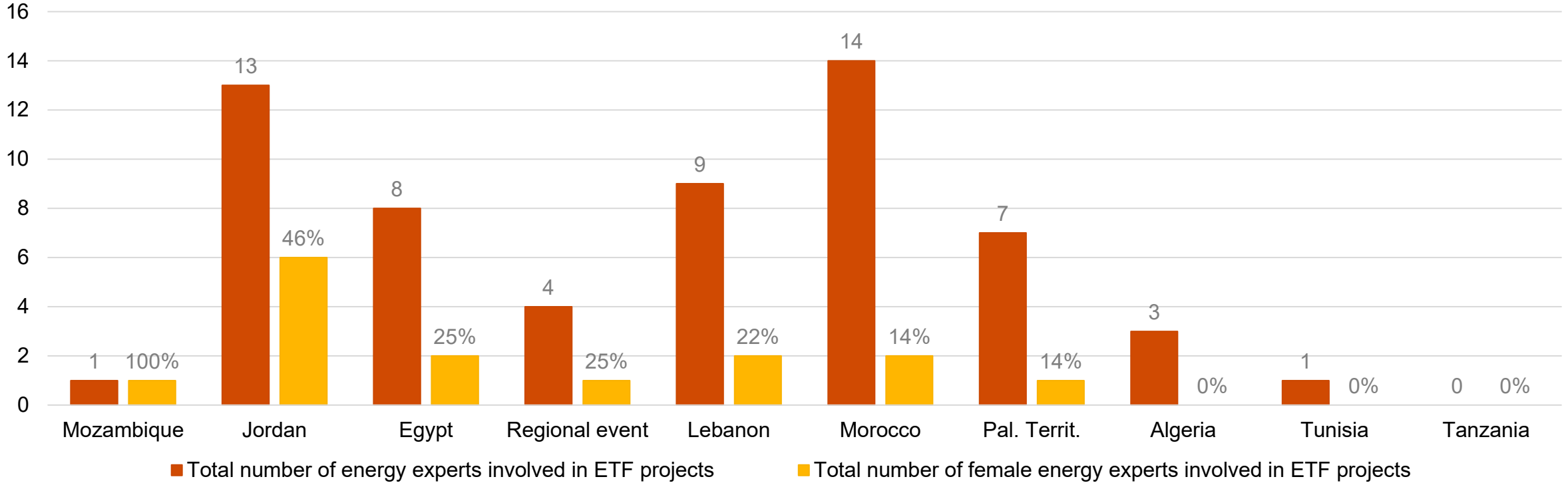


Top 4 projects involving the most women beneficiaries



4.6 Gender and the ETF

Share of women energy experts involved in ETF projects per partner country



4.7 Specific project activities

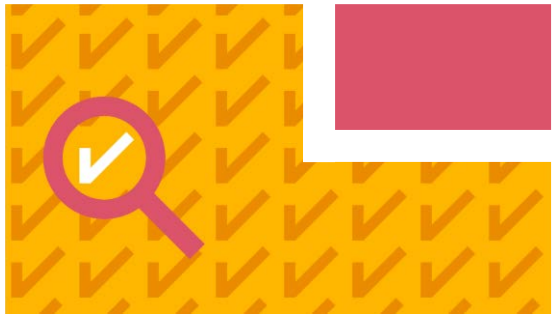
No clear difference in the effectiveness of specific project activities

There appear to be hardly any big gaps between the outputs that ETF projects were designed to generate and the outputs actually generated. There are several instances of smaller gaps (or deviations) between expected outputs and actual outputs. This may indicate that, on the whole, ETF projects are designed realistically with little need for major changes on-the-go, and that there is enough room for flexibility on the ground.

The Dutch experts surveyed consider it likely that the projects they contributed to will lead to successful follow-ups and they expect investment projects to take off. There does not seem to be a clear connection between these expectations and specific types of outputs. The Dutch experts do indicate that political stability influences their expectations about a successful follow-up. This is also reflected in the case study on Lebanon, where the government has implemented strict capital controls, casting doubt on a successful follow-up of the ETF project.

In other cases, organisations in the partner countries indicate that some of the project activities may have had more opportunities for follow-up if the activities had been better targeted. In Morocco, the participants regret that the webinars did not meet the needs of the participating bodies and missed the opportunity to hold much-needed discussions on some specific technical questions around hydrogen.

In the Palestinian territories, while the project provided a much-needed capacity building for the earlier stages of W2E project development, it lacked some technical depth. Trainees at PENRA would have benefited from a deeper dive into the technicalities of the waste-to-energy treatment process. They would also have needed a site visit to witness such a process in real life, as they have never seen such plants.



In Algeria however, CDER considers the ETF project a complete success. Participants are happy with the transfer of Dutch knowledge and know-how specifically and the quality of the work done by the Dutch experts. Accreditation of solar installations is now a government priority, although still work in progress.

Impact

At this point in time, little can be said on the connection between specific ETF outputs and the desired impact of avoiding increased CO2 emissions. The complexity of contextual factors makes it difficult to attribute developments in the levels of CO2 emissions to activities such as webinars, studies and networking events. The results chain in section 4.2 reflects this reality.

From the case studies, it appears that the projects we looked at in the selected fields will still need financial, technical or policy support.

4.8 Follow-up initiatives

In order to create sustainable ETF outcomes, follow-up initiatives are needed

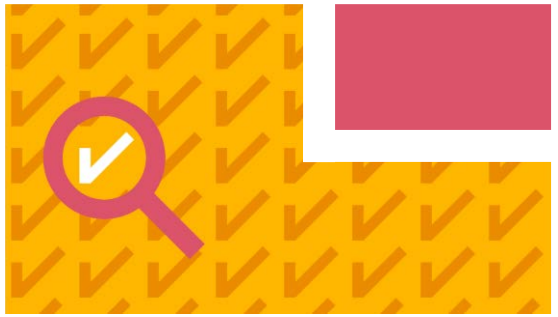
The beneficiaries, the RVO and the Embassies each observe that further support is needed to achieve long-term outcomes in partner countries, yet each bring their own nuanced view on this.

For Lebanon, the independent consultants and the beneficiaries argue that further funding and support of the Dutch government is needed to implement energy efficiency guidelines for building renovations in Beirut.

In Algeria the accreditation of CDER's solar installations testing laboratory in Algeria still needs support. CDER is still in need for training, especially for the newest solar PV technologies and the accreditation process is still underway and not yet completed.

The RVO speaks of a funding gap between what the ETF is doing and what the private sector needs in order to scale-up projects. In Morocco for example, it is hard to make hydrogen projects self-sustaining. The RVO tries to connect its other instruments to existing initiatives, yet they perceive that there is often a misfit. Development banks could step in to fill this gap, however, the projects that the ETF initiates are often not at large enough scale which makes them less attractive to these banks, and timing issues are also a factor (see section 2.7).

The Embassies mentioned that cooperation with other Embassies in the same country would also be a possibility to bridge this gap. The Embassy in Egypt for example tries to team up regularly with the Germans and the Danish, yet donor harmonisation is difficult to achieve. Thus it remains important that the ETF focuses more on these challenges and helps to overcome the barriers that prevent further developments of executed projects.



The important role of the Embassies

The Dutch experts surveyed underline the important role that the Embassies play within the ETF. Some consider the Dutch Embassies as the key to success, helping them get the Dutch project partner into contact with high-level stakeholders at an early stage.

Some of these experts suggest giving the Embassies more freedom regarding ETF projects, and a bigger mandate in the decision-making, to make sure that ETF projects get the best that the Embassies have to offer in terms of their knowledge of local law, customs, stakeholders, and projects.

Efficiency of the Energy Transition Facility

5.1 Efficient collaboration

The ETF is efficient in developing strategic collaborations with partner countries

The ETF has a very modest budget of €1 million annually. Against this backdrop any outcomes of the ETF could by definition be interpreted as efficient. In many of the partner countries, the ETF has built up trusting relationships and executed successful projects.

The ETF has established a working relationship with partners in Algeria that is described as going beyond partnership – instead being true friendship between the implementing organisations involved. Likewise the relationship established with Palestinian Energy and Natural Resources Authority (PENRA) is one of mutual respect and great appreciation for what each party can bring to the table under the some difficult external circumstances.

In Mozambique the Embassy opted to use the ETF instrument to form a close relationship with a local NGO in order to be able the influence the government on energy transition related matters 'through the back door'. And in Jordan the ETF staff have very close ties with the local water board that is at the heart of the ETF project.

As described earlier, the Embassies are key in building the type of trusting relationships that can lead to long-term and strategic collaboration between the Netherlands and the partner countries. However, an aspect that has also been important in this – especially at the more mature stages of relationship building – is the ETF team's thorough knowledge of the MENA region. In addition to technical knowledge, a few of the staff in the ETF team at the RVO have prior experience of living in the region and speak one or more of the region's languages. In terms of relationship building this increases the goodwill on behalf of the partner countries.

5.2 Efficiency and M&E

Overall, the ETF is managed effectively and efficiently

As mentioned in the previous section, the ETF team at RVO consists of people with different backgrounds and expertise who are aware of the important developments in the field of energy transition. For now this team fits the ‘niches’ selected by the RVO and the MFA. For a future programming period however, this needs of this team may be analysed in light of competencies and skills needed for a next phase.

The Dutch experts were mixed in their opinion about the effectiveness and efficiency of the ETF. The Dutch experts were sometimes looking for amore active attitude at RVO and at other times the projects seemed to lack formal ways of maintaining contact with the partner country. To formalise the way of working a bit more a steering committee could be created for each project with members from both the Netherlands and the partner country.

Another possible efficiency improvement is in terms of the amount of administrative tasks that the RVO has to undertake. The ETF team at the RVO and the Dutch experts are currently spending a substantial amount of their time filling administrative tasks. Increased standardisation of documents and automation of some tasks could be helpful.

M&E plan in place since early last year

RVO conducts monitoring and evaluation using the indicators from the M&E plan. They also publish this data on IATI.

At he start of the ETF, the BeMo document provided indications for M&E activities. A more elaborate M&E plan was developed at the beginning of last year. Especially on GHG emissions reduction, very little was tracked in the early years of implementation of the ETF and this is of course also very hard to measure.

Currently, RVO tracks progress on the ETF through publicly available reports on their website in accordance with IATA standards of reporting. In addition RVO also reports on qualitative indicators that include a description of the outputs and outcomes, and collects the following quantitative indicators per country:

- Number of stakeholders (e.g. experts, government officials)
- Percentage of women
- Number of Dutch experts
- Number of knowledge products and services
- Number of related outcomes

5.3 The paper trail

Improvements to project reporting

For each ETF project, RVO develops a ToR, and the expert responds with a proposal with a working plan. Then a kick-off meeting is held, and progress reports are developed during the project. At the end, there is a final report.

Currently, RVO wants to see the M&E indicators reported on in these documents, but there seems to still be some inconsistency in practise in this regard. During the evaluation, the PwC team noted that evaluation reports of ETF projects differ a lot per project. In some cases instead of a final report there is a slide deck attached to show the content of the project. There therefore seems to be some confusion between final reporting and ‘proof of work’.

The ETF would benefit from having one standard format for final reporting and keeping this documentation short while containing the most relevant KPIs in addition to a short description of the project and its outputs as well as outcomes. The latter two are very important in order to be able to assess the effectiveness and long-term outcomes of the each project. Documentation is best kept to a few standardised and concise pages per project.

While all documentation should be in English, there are still gaps in this regard.

5.4 Efficiency of processes

More streamlining of processes can help strengthen the ETF

Overall the ETF is managed efficiently. As mentioned in previous sections, sometimes the administration related to ETF activates can be burdensome to the ETF team. At the same time the project documentation could benefit from being more streamlined – shorter and standardised format that contains the most relevant KPIs, as well as an assessment of the project outcomes.

A few aspects could be considered for an upcoming programming period:

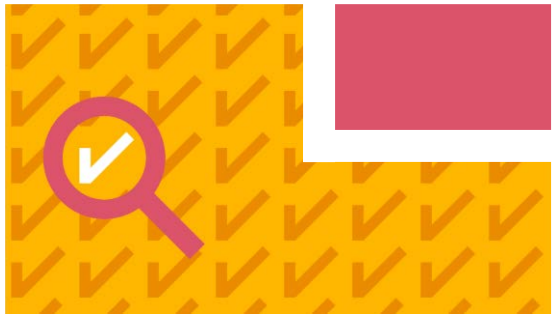
- Improving the way information is made available and archived. This would prevent doing the same things twice, or prevent loosing relevant information.
- Better mapping of energy industry in the Netherlands would guide the selection on niches and better help match beneficiary needs to Dutch expertise.
- Focussing on a shorter and more streamlines list of priority sectors or niches.
- Reviewing the ETF team set-up in light of a refined list of focus themes.
- Formalising and streamlining project management by setting up a steering committee, consisting of Dutch and local experts, for each project.
- Streamlining reporting and the paper trail according to the principle ‘less is more’.

All beneficiaries were overwhelmingly positive about the efficiency of the ETF.

Case Studies

Introduction to the Case Studies

We have selected the following four projects for more in-depth analysis through interviews with beneficiaries and independent energy experts in the project countries. We asked them about the projects in their country as well as its contribution to the energy transition in the country and how this fits with existing policy ambitions.



Virtual hydrogen mission and dialogue – Morocco

The virtual hydrogen mission in Morocco is one of the ETF's largest projects, involving 12 experts. It was mentioned as a success story in early interviews with the MFA and the RVO. It aligns Dutch expertise with the private sector ambitions in Morocco. The relationship between the Moroccan and the Dutch governments is also very good on the topic of energy transition.

Looking at this project as a case study will help us understand success factors which could serve as a template for the programme and its projects going forward.

Capacity building W2E PENRA - Palestinian territories

This is a follow-up on a previous project in the Palestinian territories. While usually the expert is proposed by the RVO, in this case the Palestinian authorities wanted to work with the same expert as in the previous project. This was financed by the RVO through an incidental subsidy.

Looking at this project will enable us to understand whether follow-up projects involving the same experts increases the chances that a project will continue and lead to sustainable change even without continued funding at the end of the project life.

Energy Efficiency Building Renovation Guideline for Lebanon

In all countries, everything the RVO does goes via the Embassy, save for Lebanon. In Lebanon, the RVO worked directly with the project partner for a period of time due to circumstances at the Embassy after the explosion in the Port of Beirut.

Looking at this case will help us further understand the role of the Embassies in the implementation of the ETF. It would shed light on what works, and what does not, in terms of cooperation between the RVO, the MFA and the Dutch Embassies in the region.

Assistance to the laboratory accreditation of CDER for solar energy installations in Algeria

In Algeria, the ETF activities started off very well, with an MoU signed early in the process, establishing the Netherlands as a strategic partner. But as the political context turned more complex, activities have quieted down.

Looking at this case study will allow us understanding of how the political developments in a partner country can affect the implementation of ETF projects, and thus the impact the ETF could be expected to have in a country.

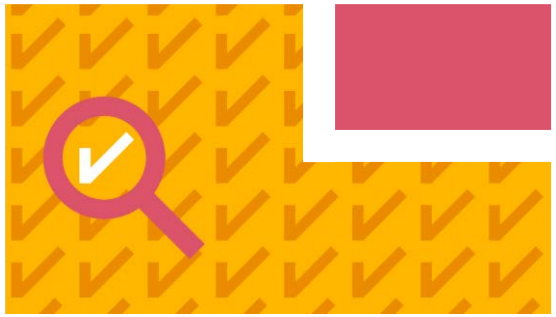
Virtual hydrogen mission – Morocco

Introduction

Both Morocco and the Netherlands have ambitious plans in the field of green hydrogen. Morocco has expressed interest in developing the capacity to produce green hydrogen for export and for the production of ammonia. The Netherlands is currently phasing out natural gas, but is not able to produce all hydrogen that will be needed for a green transition. In this context importing hydrogen from Morocco is particularly relevant.

In order to foster a bilateral dialogue and cooperation around hydrogen between the two countries, a series of three webinars - the 'virtual hydrogen mission and dialogue'- was organised in 2020. The first webinar focused on the Dutch government's hydrogen strategy, the second on hydrogen production, transport and storage, and the third on hydrogen applications in transport, buildings and industry.

The expected outcome of this project is to strengthen bilateral cooperation in the fields of hydrogen and PowerToX technologies, as well as disseminating knowledge about the Dutch hydrogen sector. The expected impact is the development of a hydrogen and PtX sector in Morocco and the strengthening of bilateral cooperation between the Netherlands and Morocco in this area.



Facts

- ETF focus theme: green hydrogen
- November 9 – December 14, 2020
- Three virtual events
- Total budget spent €20,328
- Partners: Embassy of the Kingdom of the Netherlands in Morocco, the Energy Delta Institute (EDI) and the Netherlands Enterprise Agency (RVO)
- 34 participants among which eight participants were women
- Nine male experts involved among who eight were Dutch experts

Virtual hydrogen mission – Morocco

Relevance

The project contributed to laying the foundation for a strategic relationship around green hydrogen trade between the Netherlands and Morocco.

The Moroccan Agency for Sustainable Energy (MASEN) is studying a prospective project with Dutch partners. The Research Institute for Solar Energy and New Energies (IRESEN) is looking forward to collaborate with Dutch partners on a common hydrogen research laboratory in Morocco. IRESEN developed a business model that had been requested by the TNO but the discussion (on the Dutch side) is taking time. IRESEN would like to move from a 'buying Dutch technologies' relationship model to a 'developing technologies together' model.

The project was consistent with the country's goal to develop a hydrogen sector. The webinars provided the participants with an overview of the Dutch hydrogen sector. However, the webinars were not consistent with the needs in Morocco at the time that they were held. The content was perceived by participants as not going deep enough and not being fully adequate to the beneficiaries' needs. Also, the webinars do not appear to have contributed to raising the country's ambitions in the field of renewable energies.

Participants from many public institutions attended the webinars. However, given the webinars content, and although it is a G2G program, it might have been relevant to invite beneficiaries from the private sector – consulting or financial services or the federation of Moroccan companies (CGEM) - or participants from universities

A point for improvement for a future series of webinars would be to adapt the content more closely to the needs of the participants.

Virtual hydrogen mission – Morocco

Coherence

IRESEN participants do not think that green hydrogen is a particular Dutch niche. Offshore wind, on the other hand, is viewed as a real Dutch niche: IRESEN participated in a Dutch organised offshore wind webinar and it was highly appreciated and viewed as a niche.

Prior to the ETF project, Germany had organised a series of webinars aimed at an international audience, including Morocco. The German organisation had also held a study tour to Germany attended by participants both from the Moroccan public institutions, as well as from the private sector. This study tour is believed to have had a great impact: it provided the participants with improved visibility about green hydrogen's potential, and the tour was seen as a watershed moment.

Germany has also carried out two studies on the potential for Moroccan green hydrogen production. An agreement was signed between the German and Morocco in order to co-develop the green hydrogen sector in Morocco.

The World Bank and the International Energy Agency (IEA) have also been working on specific hydrogen topics with the relevant stakeholders in Morocco. Those organisation worked on topics where Morocco expressed a need for help, such as the financial modelling of the coupled operation of electrolysers with wind turbines and solar energy for the purpose of green hydrogen production.

A partnership for further cooperation in the green hydrogen sector has also been set up between Morocco and Portugal.

The ETF project could have benefited from synergies with German, Portuguese, World Bank or IEA projects.

Virtual hydrogen mission – Morocco

Effectiveness

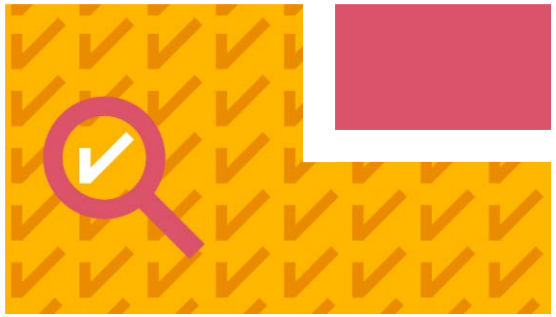
Both MASEN and IRESEN reported that the webinars lacked the technical depth they expected.

The webinars could for example have targeted specific knowledge gaps at MASEN - gaps that would need to be bridged in order to successfully develop hydrogen projects. The IRESEN participants suggested that the RVO may discuss the upstream sector in future webinars in order to better target the participants' needs and priorities.

As an example, some of the current questions in Morocco revolve around the liquid organic hydrogen carriers and the carbon intensity of their production processes. This in turns would determine whether those fuels would be accepted as low-carbon alternatives in the European countries that Morocco targets for export.

Another suggestion is to structure the webinars in a way that there is more room for discussion, rather than letting it be one-way communication. The participants would have wanted to talk about their work in Morocco and open this up for discussion with the Dutch experts.

About gender issues, both MASEN and IRESEN participants perceive that there are many women in their respective institutions, and in the Moroccan renewable energy sector generally. Therefore, they do not think that there is a gender issue, although one women participant swiftly and half-jokingly mentioned discrimination towards women in our conversation.



Germany has started a 'women in green hydrogen' network that aims to increase the visibility of women in this area. The women participants in the ETF project think this is a good initiative.

All the Dutch experts involved in the project were men, and as such this project may have missed an opportunity to set a good example on gender equality.

Efficiency

The series of webinars were not as timely as they could have been. At the time when the webinars were held, hydrogen projects were already studied at MASEN. The first studies about the green hydrogen potential in Morocco had started in 2018 and discussions about the possibilities had started in 2017, right after COP22.

Also, IRESEN was invited rather late for the first webinar. The webinar was held on Monday November 9th and IRISEN received the invitations from the by the Dutch Embassy on Thursday, November 5th. This was a bit late for most of the relevant people to attend, their schedules already being full. A point for improvement would be to send the invitations early enough for the participating bodies to be able to attend.

Virtual hydrogen mission – Morocco

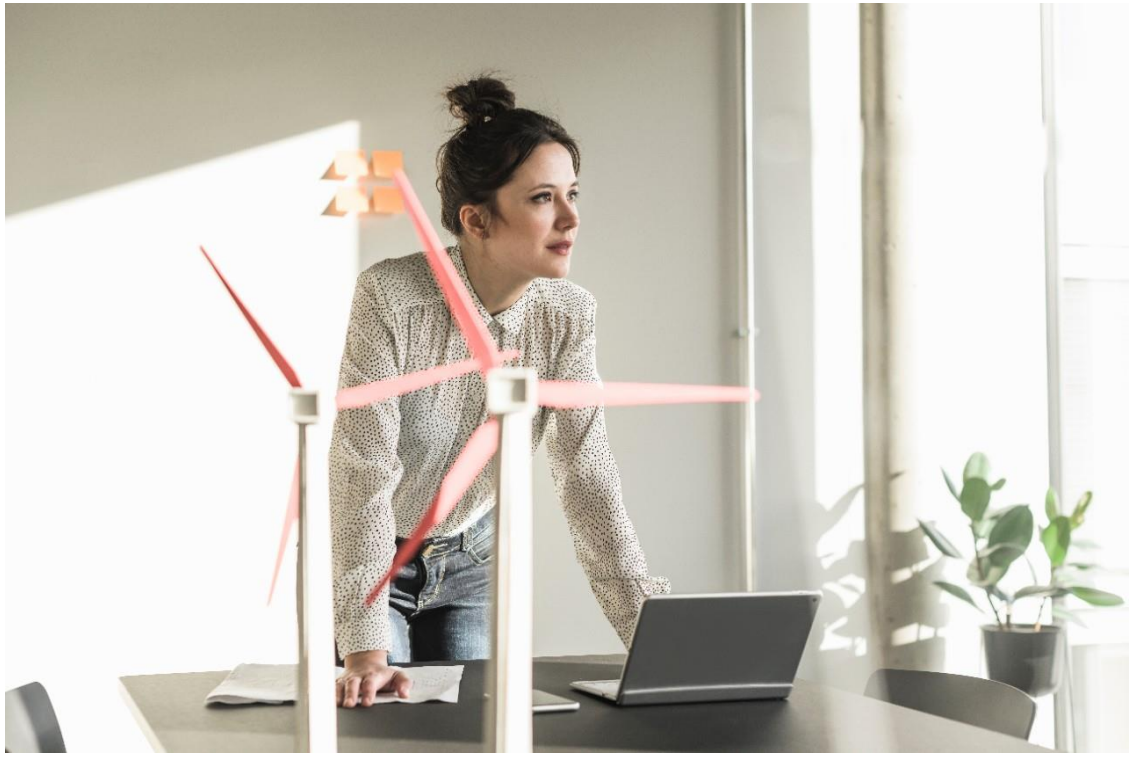
Conclusions

According to MASEN, this project certainly contributed in laying the foundation for a long-term and strong relationship between the Netherlands and Morocco in the hydrogen sector. This is now well underway as they are currently studying a common project.

According to IRESEN, this project has the potential to offer the foundation for a strategic relationship between the two countries, especially that a potential Moroccan hydrogen sector would be meant for export mainly and that the Netherlands could serve as a gateway to Europe for imported green hydrogen.

Nonetheless, this project may have come a bit late as the hydrogen discussions started in Morocco in 2017. Hydrogen projects were already being studied at MASEN at the time the webinars were held. Therefore, the webinars should have targeted specific knowledge gaps that were encountered in the development of hydrogen projects or specific topics on which attendees needed to deepen their knowledge. Additionally a two-way communication would have been ore beneficial. Germany got involved in the hydrogen discussions in Morocco much earlier and its programme (webinars, study tour, studies) appear to have had a greater impact.

The foundation for a strategic relationship in hydrogen has been established. Now, the Netherlands need to engage in a discussion with their partners to better meet their needs, like other countries and multilateral institutions did, and perhaps improve the timing of its interventions.



Capacity building W2E PENRA - Palestinian territories

Introduction

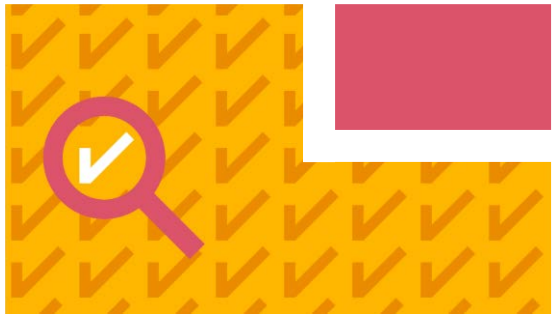
Energy supply in the Palestinian territories faces many challenges: high dependence on imports, physical separation of Gaza and the West Bank, high political instability and insufficient infrastructure. Electricity is mainly imported from Israel (over 90%), Egypt and Jordan, with costs of energy being higher than in neighbouring countries.

The electricity supply meets only half the demand in Gaza which means frequent black-outs. The West Bank generally has around-the-clock electric power but a deficiency appears during winter and summer. The only power plant in the territories has a capacity of 140 MW. It is a gas power plant in Gaza and it faces financial problems - mainly the cost of gas - leading it to operate at half capacity much of the time.

In 2020, Dutch energy experts assisted the Palestinian Energy and Natural Resources Authority (PENRA) on the topic of waste-to-energy. The goal of the project is to support PENRA's work to improve the territory's energy security - the reliability and sustainability of its electricity supply.

The assistance provided to PENRA was delivered in two parts: technical assistance in order for PENRA to technically and economically assess an unsolicited offer it had received from a Dutch consortium that offered to build a 40MW capacity waste-to-energy plant for the Zahrat Al-Finjan landfill, and capacity building for PENRA's staff to be able to assess any other unsolicited offers it receives.

The RVO will also further support PENRA with the conceptual design process of the Zahrat Al-Finjan project.



Facts

- ETF focus theme: waste to energy (W2E)
- January 6 – November 11, 2020
- One-week fieldtrip + three-day session
- Total budget spent €35,000
- Partners: Everest Energy, the Palestinian Energy and Natural Resources Authority (PENRA) and the Netherlands Enterprise Agency (RVO)
- Ten male participants among which no women participants
- Two male experts involved among which one Dutch expert

Capacity building W2E PENRA - Palestinian territories

Relevance

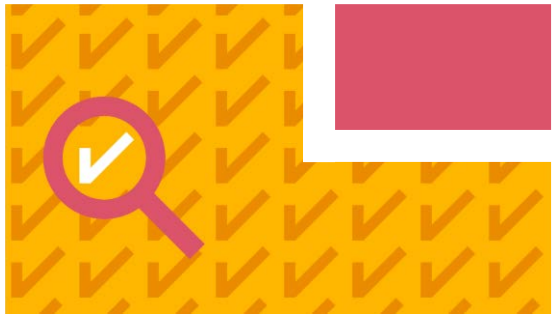
The project laid the foundation for the early stages of a strategic relationship. After it ended, a second phase was initiated on the request of PENRA for capacity building in conceptual design.

The project is consistent with the Palestinian territories' goal to improve its energy security and the availability, reliability and cost-effectiveness of electricity supply through electricity generation from local resources and at a large enough scale. It is also consistent with the Palestinian Authority's primary goal to solve the Zahrat Al-Finjan landfill issue: it is currently at full capacity and neighbouring residents are complaining about it.

PENRA acquired some technical and project design capacity needed to develop waste-to-energy projects. The project provided PENRA with tools and processes to evaluate the offers it receives. Therefore the project is relevant. A training for trainers was also part of the project.

There is potential for further waste-to-energy projects in the Palestinian territories as there is great need for more facilities in the future, should the Zahrat Al-Finjan project become a success story.

Another possible niche in the Palestinian territories is off-grid solar solutions for Bedouin communities. These communities do not have access to energy and are marginalised.



Coherence

The beneficiaries consider waste-to-energy to be a true Dutch niche. Our interlocutors had heard about the technical achievements of a few Dutch facilities.

No other foreign donor is involved in the waste-to-energy area in the territory, besides the Netherlands. The Islamic Development Bank and the World Bank had funded a preliminary study for the Zahrat Al-Finjan landfill in the past, but there is no overlap between the two projects.

Capacity building W2E PENRA - Palestinian territories

Effectiveness

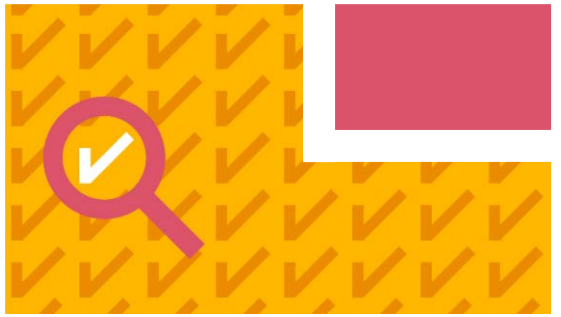
The project allowed the transfer of Dutch knowledge and best practices to the territory. However, the capacity building focused on management and included only some on-paper technical content. The trainees would have benefited from a deeper understanding of the technicalities of the waste-to-energy treatment process and from a site visit in order to see the process in real life, as they have never seen such plants. The knowledge transfer is in this sense incomplete.

Three women participated in the training, out of seven people. According to the beneficiaries, there are no gender issues to be tackled at PENRA as more than 60% of the employees are women and they work across all the departments.

For this ETF project to become more effective, there are two ways that effectiveness could be improved.

One angle the ETF could take would be to provide assistance in policy making and legal and regulatory set-up to relevant institutions. There is a particularly strong need for a legal framework for Public-Private Partnerships (PPPs). Currently, the lack of such a framework is a bottleneck for waste-to-energy project development.

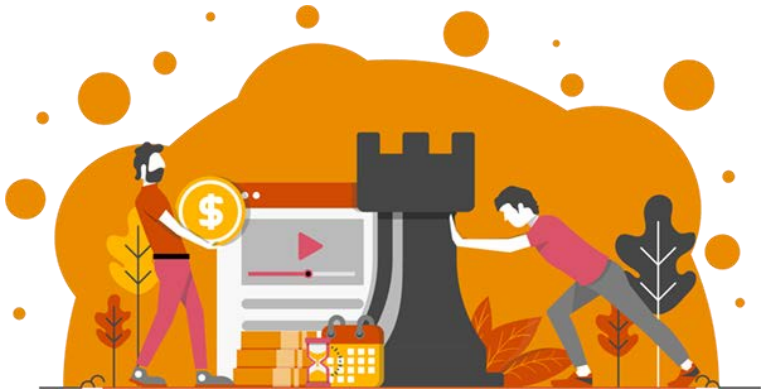
Another improvement would be to not only assist with project development phase capacity building, but also with capacity building in the exploitation phase. PENRA employees would also need to be trained in operations, maintenance and management of waste-to-energy plants.



Efficiency

PENRA launched an open call for tenders for turning the Zahrat Al-Finjan landfill into a waste-to-energy plant. When the interview for this project was held, PENRA was in the process of evaluating the offers it had received.

The capacity building that PENRA received allowed it to have sufficient knowledge and tools to perform this evaluation. The ETF project can then be considered timely and efficient.



Capacity building W2E PENRA - Palestinian territories

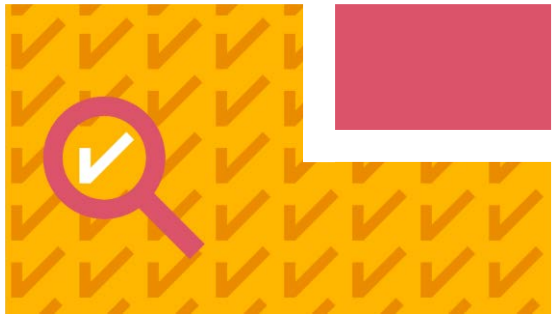
Analysis and conclusions

This capacity building project is crucial to start developing waste-to-energy facilities in the Palestinian territories. Generating electricity from waste will improve the critical issues of energy security, availability, reliability and cost-effectiveness of electricity supply. It is also consistent with the Palestinian Authority's primary goal to solve the Zahrat Al-Finjan landfill issue.

PENRA considers waste-to-energy to be a Dutch technical niche. No other donor government or multilateral institution is currently involved in this area, which leaves room for the Netherlands to strengthen its relationship with the Palestinian territories in this niche in many ways.

The technical support provided to PENRA was necessary in order for it to be able to evaluate offers, simulate scenarios and do the preliminary design of waste-to-energy projects. However, the trainees expressed a need to go deeper in the technical aspects of the waste-to-energy treatment process and to see the process at work in real life during a site visit, as they have never seen such plants.

Indeed, seeing the treatment facility running – or facing technical issues – is a necessary step to train good development engineers. This point is even more important as PENRA will need to operate its waste-to-energy plants on its own. Therefore, for this project to achieve its longer-term objectives, PENRA staff will need to be properly trained in operations, maintenance and management of waste-to-energy plants.



Also, for waste-to-energy projects to emerge, an important point is that the territory will need to implement a proper legal and regulatory framework such as a solid regulatory framework for PPPs.

Energy Efficiency Building Renovation Guideline - Lebanon

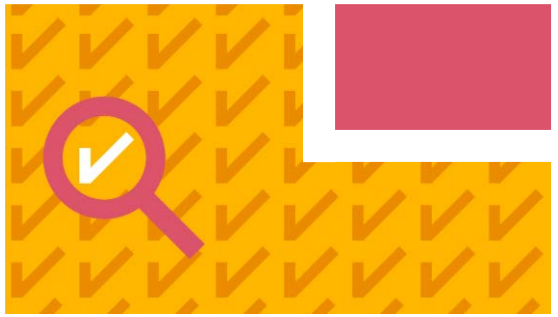
Introduction

The Lebanese energy sector relies heavily on oil imports, across all the energy sub-sectors. Power generation relies on diesel and fuel oil. And there is a 1.5 GW capacity shortage between supply and demand, which is made up for with neighborhood-based diesel generators. There are also generator carrying barges connected to the grid which were meant to be temporary but have been in use for years now. No significant power plant has been built in the past 22 years. Three onshore wind farms have been planned for the last few years but these projects have remained on paper.

The residential sector is the biggest energy consumer in Lebanon, accounting for 78% of the total energy consumption - much higher than the global average. This is due to bad insulation of buildings, highly inefficient and old appliances, mainly lighting and air conditioners. Solar water heaters are widely used in Lebanon, their deployment has been a success.

The explosion in the Port of Beirut caused devastating damages to the built environment. Thousands of homes and offices were deemed un-inhabitable. Tremendous efforts will be needed to assist people to reconstruct their homes.

The ETF project aims at showcasing best practices, technologies and materials for energy efficient buildings. This would lead to recommendations applicable in the Lebanese context, in the shape of an energy efficiency building renovation guideline. This project would benefit the end users by reducing their energy bill and the government by reducing the electric capacity shortage. The final report of the project had not been validated yet on March 31.



Facts

- ETF focus theme: waste-to-energy
- Period: December 1 2020 – April 1 2021
- Creation of a guideline
- Partners: Ministry of Energy and Water (MEW), Lebanese Center for Energy Conservation (LCEC), Order of Engineers and Architects (OEA), ministry of public work and housing and transport, directorate general of urban planning, Lebanese Standards Institution (LIBNOR), Lebanese Green Building Council (LGBC)
- Two participants among which one women participant
- Five male experts involved among which four Dutch experts

Energy Efficiency Building Renovation Guideline - Lebanon

Relevance

The project has the potential to build a strategic partnership between Lebanon and the Netherlands. It has created a great link between LCEC and the RVO, contact is very easy and other projects are already happening. This project is consistent with the country's goals and needs – to reduce energy consumption in buildings and reduce the dependence on oil imports, as well as informal diesel generators. The buildings sector accounts for 78% of the country's energy use, which is much higher than the global average. However, the project did not contribute to raising the ambitions of the country, as LCEC had this high on the agenda already.

Stakeholders (government entities, NGOs, professional associations) in the area of sustainable buildings were involved in this project. LCEC organised consultation meetings with them to gather and take into account their feedback in the guidelines. Their involvement in the project is necessary for the success of the project.

The actual implementation of the guidelines will still need funding to incentivise the renovation projects among households.

Energy Efficiency Building Renovation Guideline - Lebanon

Coherence

The built environment is not believed to be a Dutch niche. Such knowledge and competence is available globally.

Germany has been working with LCEC on energy efficiency in buildings as well, through the BUILD_ME program. LCEC representatives did not mention the German project during the interview and emphasised that there is no overlap between their cooperation projects with different parties, for the sake of optimised organisation. Nonetheless the BUILD_ME project appears similar in its objectives to the Dutch ETF project.

The Lebanon Green Building Council (an NGO) had issued a rating system for commercial buildings in the past. Its deployment was not met with success as these were not cost-effective and could only be adopted by high-income buildings owners.

The World Bank has issued the Beirut Rapid Damage and Needs Assessment in August 2020 after the explosions in the Port of Beirut. It is a quick assessment of the damages to the city. Therefore, the World Bank could be a partner for ETF on the topic of rebuilding Beirut.

There are pledges for funding to rebuild Beirut from many foreign governments, but the funds have not been deployed yet for political reasons. Liaison between these governments willing to rebuild Beirut in order to talk about the energy efficiency buildings renovations guidelines and to coordinate activities could increase the coherence of the ETF.

Energy Efficiency Building Renovation Guideline - Lebanon

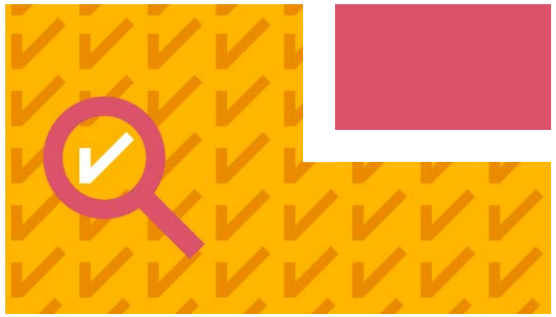
Effectiveness

The project was successful in offering Dutch best practices on energy efficiency in buildings to Lebanon and it was very well received by the beneficiaries, although the built environment is not considered to be a Dutch niche.

Concerning gender issues, LCEC already comprises more than 50% women. Therefore, they consider that there are no gender issues in the context of their institution.

There is a risk that these guidelines will only get validated after a long time or will not be adopted once the project is finished. That risk is even greater because when the rebuilding process will start is yet unknown. Foreign funds are all blocked due to tight capital controls. Therefore, the actual implementation should be closely followed-up by the Dutch government in order to keep the ball rolling.

It is also recommended that other local stakeholders such as civil society and community led initiatives be included in the process to speed up guidelines issuance. It is also recommended that the guidelines should be disseminated publicly in order to spark an interest from the public thus encouraging the government in its endeavour.



Efficiency

The project is timely, it is taking place at a time when the energy efficiency law is being developed, the new National Energy Efficiency Action Plan is in its latest stages of development and work on the sustainable building code is on-going. These guidelines, if issued on time, could be taken into account when drafting related policies.

For time and funding constraints, only 9 measures out of the 18 initially identified measures were fully analysed and developed. The 9 others were mentioned but remained at a superficial level of development. A planning and budget taking into account the local context could have led to a better study also of the nine outstanding measures.

Energy Efficiency Building Renovation Guideline - Lebanon

Analysis and conclusions

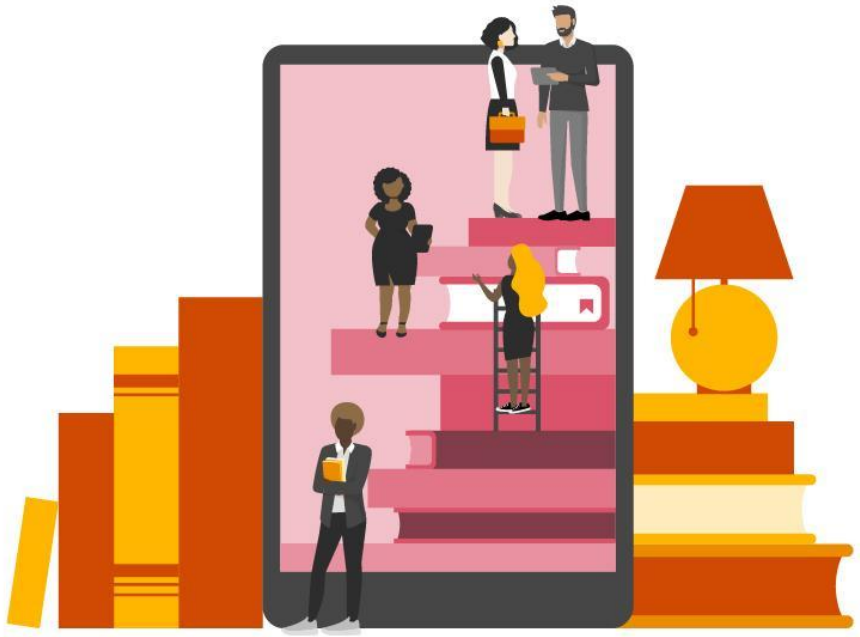
The need to rebuild Beirut is pressing, and doing so in an energy efficient manner will be a very good opportunity to help the country with its energy import dependence and reliance on informal and unsustainable energy sources. The selected niche, the built environment, is the biggest energy consuming sector in the country, by far. Therefore, although it is not considered to be a Dutch niche, this topic has the potential to lay down the foundation for a strong partnership.

LCEC's feedback about the ETF program is very positive. The engagement of the Dutch partners was highly appreciated. This program has allowed building a good relationship between the LCEC and the RVO, which is now leading to other projects. However, the actual implementation of the energy efficiency guidelines will still need further work and funding.

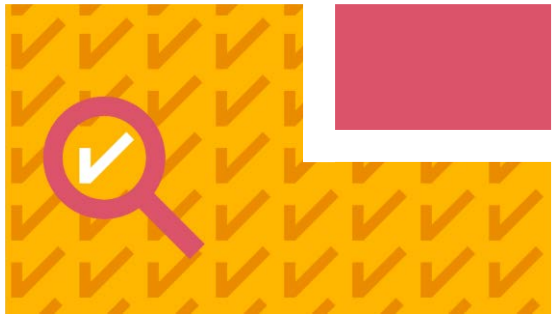
The building code and the Energy Efficiency law are in the making. It seems like the process of issuing them is very slow. What seems to be missing is the political will to advance this topic and maybe international support to do that. It is thus recommended that the actual implementation is followed-up by the Dutch government. It is also recommended that civil society is informed about these guidelines so that the government is encouraged in this endeavour.

Solar water heaters deployment in the country was a success, mainly due to the strong involvement of international partners and donors. This can be a good example also for the ETF project.

Other niches are relevant for the country as well: waste-to-energy, the food-water-energy nexus and off-grid solar for irrigation in agriculture.



Assistance for accreditation of CDER's solar installations testing laboratory - Algeria



Introduction

In 2020, Algeria updated its Renewable Energy and Energy Efficiency Development Plan until 2035 with the ambitious goal of achieving 13,575 MW of installed solar PV capacity. The current installed capacity is only about a few hundreds MW.

The country is facing the risk of seeing its plan to develop electricity generation from solar PV fail due to the poor quality of imported panels and components. Therefore, CDER requested the assistance of the ETF to get help to ensure an improvement in the quality of the components of solar PV installations.

The proposed cooperation focused on establishing a roadmap towards ISO 17025 accreditation for CDER's solar modules testing laboratory. The project provided an intensive 5-day training for CDER specialists where they learnt how to execute seven types of IEC 61215 tests required for the accreditation. The project would also support the CDER with the purchase of required test equipment.

CDER had previously worked with TNO, RVO's contractor for the project, during several campaigns financed by UNIDO.

CDER has not yet achieved the ISO 17025 accreditation.

Facts

- ETF focus theme: Solar energy (certification of solar installations)
- Period: 30 May – 12 July, 2019
- Phase 1: establishing roadmap towards ISO 17025
- Phase 2: Intensive 5-day training in 7 types of IEC 61215 tests
- Phase 3: support on test equipment to be purchased
- Partners: TNO, CDER, Embassy
- Six participants among which two women participants
- Two male Dutch experts involved

Assistance for accreditation of CDER's solar installations testing laboratory - Algeria

Relevance

CDER and TNO had worked together in the past. The ETF offered an opportunity for them to continue their cooperation. CDER perceives TNO as a reliable long-term partner and 'a friend'. Contact is very direct and easy between the two parties. The ETF project is deemed a success and there were no suggestions for improvement by the beneficiaries.

CDER and TNO are currently discussing a new cooperation as CDER needs training in the latest PV technologies. There are possible future projects on the table but they will still require funding.

Both CDER beneficiaries and the independent consultant consider the Algerian/Dutch partnership to have potential to go beyond the G2G framework: the Netherlands have technical expertise in solar PV and Algeria has a local PV industry. The two countries can partner to produce high-quality PV modules that will be able to compete on the international market. This is one of the Algerian government's priorities.

This project is consistent with Algeria's primary goal for PV deployment. While the project did not contribute to raising the country's ambitions in renewable energy, success in achieving the ambitions is highly dependent on the quality of products available in the market. The ETF project is critical to achieving this goal and was followed-up by all relevant Algerian energy institutions.

Assistance for accreditation of CDER's solar installations testing laboratory - Algeria

Coherence

A training in executing eleven types of IEC 61215 tests of PV modules - required for the ISO 17025 - took place in the United States prior to this project. It was funded by the Climate Technology Centre and Network (operational arm of the UNFCCC Technology Mechanism, hosted by UNEP and UNIDO). The ETF project is a complement to that previous project in that it trained CDER specialists on the seven tests remaining to achieve the ISO 17025 accreditation. As the tests are different and separate, there is no overlap between the two projects and CDER does not see any synergy that could have been explored.

Also, this project is coherent with the European Commission's priority for Algeria to improve the quality of PV panels available on the local market.

CDER does not consider certification of solar modules to be a Dutch technical niche. However, the 'niche' for them is the quality of TNO's work and the excellence of the training they provided. They also highly appreciate their approach of adding a 'management of quality' module to their training, which is a unique approach according to them.

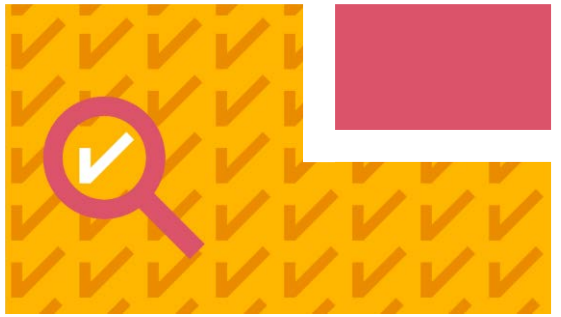
Assistance for accreditation of CDER's solar installations testing laboratory - Algeria

Effectiveness

CDER considers this project to be a complete success. Participants are happy with the transfer of Dutch knowledge and know-how specifically, and the quality of TNO's work in general. The accreditation has not been achieved yet as CDER is still in the process of purchasing some specific testing equipment. But the accreditation is a government priority in Algeria and it is getting the attention and scrutiny of all relevant national energy institutions.

CDER's team leader for this project does not see gender issues in the renewable energy sector in Algeria. Within the CDER, women hold high positions such as directors of divisions. On the other hand, one of the independent experts thinks that in fact there is a gender issue to be tackled.

Algeria has a high rate of women holding engineering degrees in comparison to other countries, but issues remain, especially when these women try to enter the labour market. One way to tackle this issue could be to create demand for solar panels (local or for export) in order to develop a local industry that would need these women engineers. Gender issues would then be easier to tackle and the outcomes would be long-term.

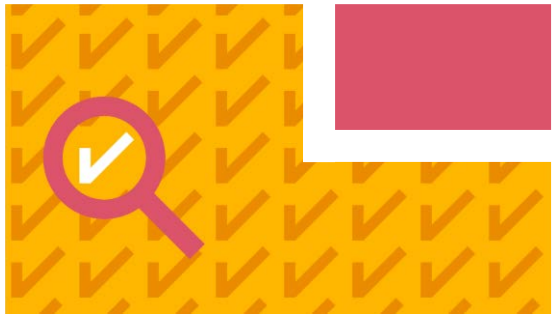


Efficiency

The project was timely. It took place before Algeria issued its Renewable Energy and Energy Efficiency Development Plan until 2035. Upon achievement of the ISO 17025 certification, the country will be able to develop a market for reliable PV panels and components that are suitable for desert conditions. This will help the country achieve its ambitious goal for PV installed capacity.

CDER appreciated the good organisation of the ETF project and the effort put into it. More generally, the CDER considers the project a success and is very pleased with its outcomes in terms of knowledge acquired and strengthened cooperation.

Assistance for accreditation of CDER's solar installations testing laboratory - Algeria



Analysis and conclusions

CDER is very pleased with its cooperation with TNO on this critical project. The CDER sees the Dutch party, TNO, as a long-term and reliable partner - a friend. No suggestions for improvement were identified. Algeria is enthusiastic about a strategic relationship with the Netherlands in the area of the energy transition. The Algerian partners have a clear idea of what this relationship would need to look like: joining Dutch technical expertise and existing Algerian production means in order to offer high-quality PV modules to the international market.

The basis for a strategic relationship is there. Now, what would be this partnership's goal? Is it the deployment of PV in Algeria? Is it boosting the a local PV modules production (that the Netherlands can benefit from)? Is it the coupling of PV deployment with hydrogen production (that the Netherlands can import)? The two countries have to define this goal knowing that only a win-win strategy will lead to a true long-term partnership.

This project does however not appear to contribute in raising the country's renewable energy ambitions. Nonetheless, assisting Algeria to improve its solar PV market is a worthwhile effort and can help the country achieve these ambitions and make use of its unique opportunities.

Another lever to pull could be to encourage the institutions to adopt a transparency policy and promote outreach efforts.

Two other niches may be interesting to look at. Algeria has know-how and infrastructure in the gas sector that could be leveraged for a possible green hydrogen sector, although there has been no official statement about a strategy in this field for now. The built environment is also an option, especially for desertic areas where electricity for air conditioning is subsidised.

It is recommended that the last steps of ISO 17025 certification are followed up by the Dutch government, as it appears to be taking a long time to completion.

Case studies - conclusions

Relevance and coherence

In all four case studies, the ETF projects contributed to either build or strengthen a strategic relationship with the partner country in the area of the energy transition. For all cases, the projects were aligned with the countries' goals. For Algeria, Lebanon and the Palestinian territories, the projects addressed a pressing and critical need of the beneficiaries. However, in none of the cases did the projects raise the countries' renewable energy ambitions.

It appears that the projects in the four countries will still need financial, technical or policy support in order to continue after the end of project-life.

In Morocco, the participants regret that the webinars did not target the needs of the participating bodies and that they missed the opportunity to hold much-needed discussions on some specific technical questions.

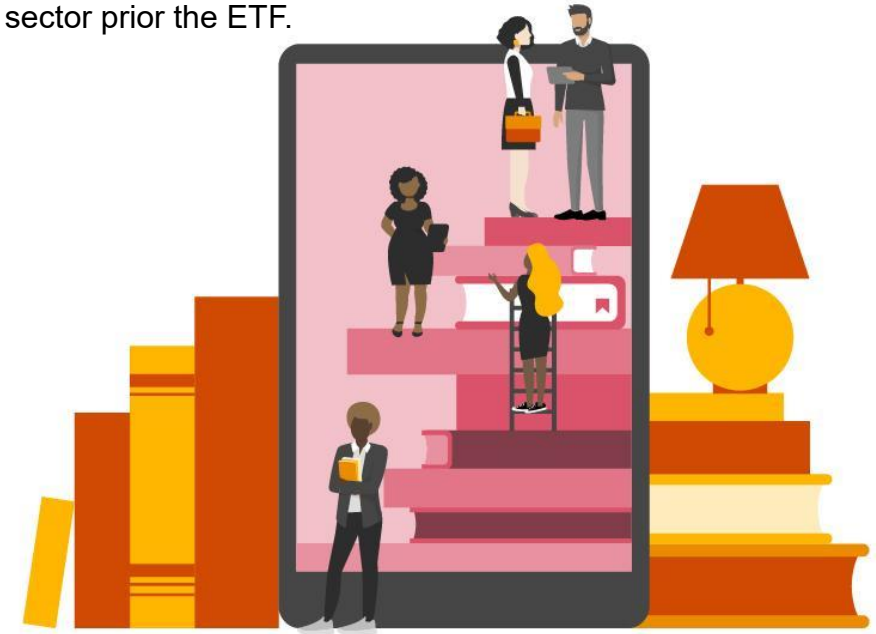
In the Palestinian territories, while the project provided capacity building for the earlier stages of waste-to-energy project development, it also lacked some technical depth.

What transpires from the interviews is that the 'niche' approach was not considered as important as addressing a pressing need or a strategic priority from the beneficiary country. The only country that recognised a Dutch 'niche' is the Palestinian territories and the waste-to-energy niche.

In Morocco, Germany had entered the hydrogen field much earlier than the Netherlands and appears to have done so in a more impactful way. In Lebanon, Germany had also performed a similar work in buildings' energy efficiency, although this was not mentioned by the beneficiaries. In both cases, synergies could have been exploited.

Algeria had previously worked with the United States on the certification of PV installations but that work came to an end.

In the Palestinian territories, no other country was involved in the waste-to-energy sector prior the ETF.



Case studies - conclusions

Effectiveness and efficiency

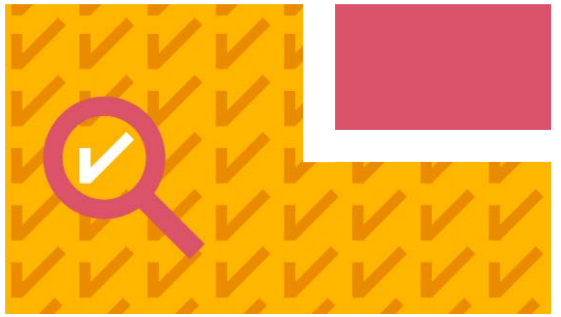
According to all beneficiaries but one Moroccan women participant, there is no gender issue within their institutions or sectors. By all means, the ratio of women in their institutions is higher than the one of Dutch experts participating in this programme. If gender is an important topic ETF aims to tackle, it could start with quantifying the issue with data and evidence in the targeted countries. Such approach might change people's perception. Second, sending more women experts would be a true powerful signal.

In Lebanon, there is a risk that the energy efficiency building renovation guidelines will 'end up in a drawer'. Therefore, it is recommended that the ETF follows up the validation and issuance process closely and includes civil society participants in the process.

In Algeria, despite getting the government's attention, the accreditation seems to be taking time and it is recommended to follow up on the process with CDER so that the ETF project achieves its final objective.

In the Palestinian territories, PENRA will need assistance in policy making and legal and regulatory set-up for Public-Private Partnerships (PPPs) and also capacity building in operations, maintenance and management of waste-to-energy plants.

In Morocco, the webinars were held end in November 2020 while the discussions about hydrogen had started in 2017 and the studies were started in 2018. For both MASEN and IRESEN, the webinars came a bit late. In Lebanon, Algeria and the Palestinian territories, the projects were held at a time when they were needed.

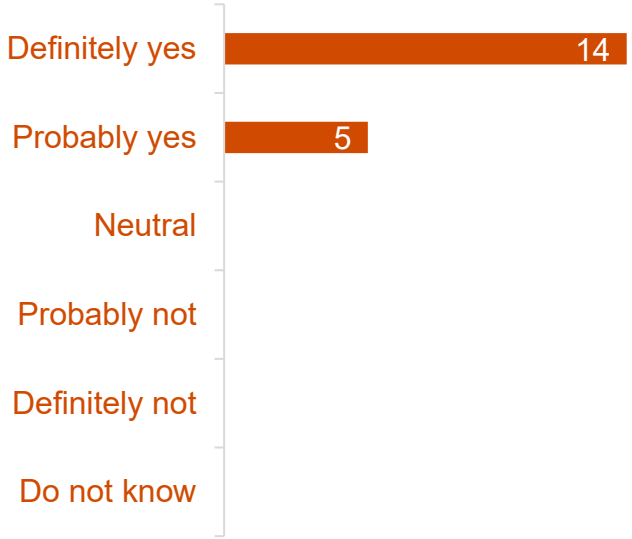


As a conclusion, the ETF projects were well received by the participants and they all point to a long-term and strong relationship with the need for some minor adjustments sometimes.

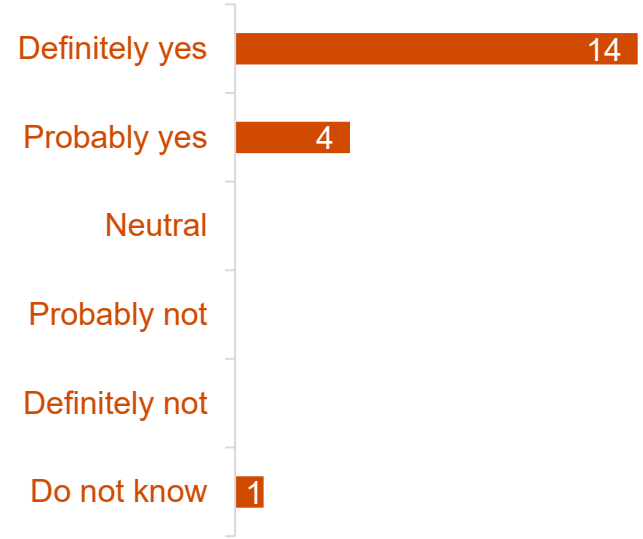
Survey results

Survey results

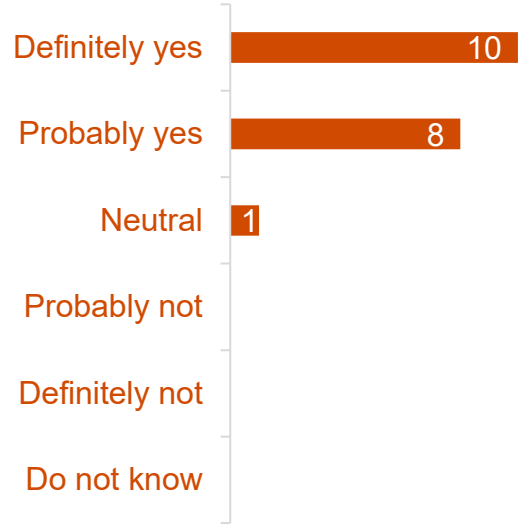
Is your project consistent with existing goals and needs in the partner country (or countries)?



Does your project contribute to raising the renewable energy ambitions of partner countries' governments?

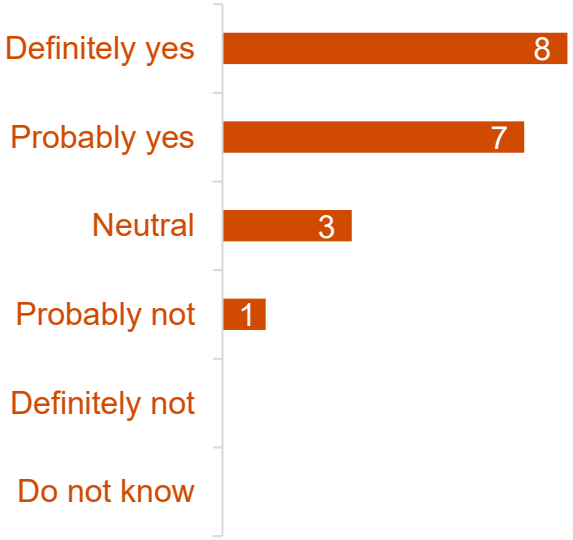


Does your project contribute to the foundation for a strategic relationship between the Netherlands and the partner country in the field of the energy transition?

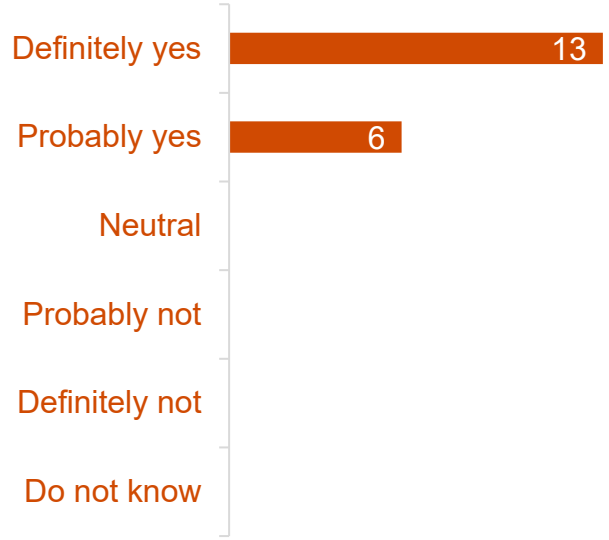


Survey results

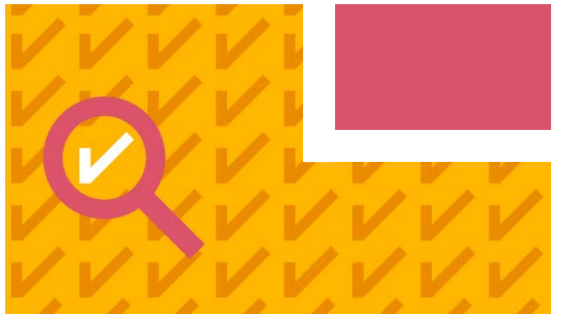
Does your project contribute to sustainable change? I.e. Do you expect the project will be continued or even grow without continued funding at the end of the project life?



Is your project relevant to the beneficiaries in the selected partner countries?



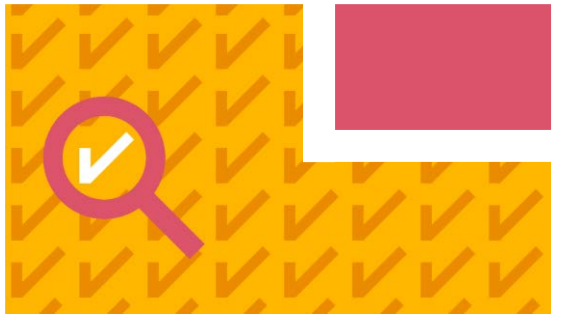
Survey results



How could the ETF be improved to further increase its relevance to the partner country in the field of the energy transition?

- “Continuation of the current approach and increased budgets to tackle larger issues.”
- “Build strong relations with partner countries supporting SMEs in the partner countries to build joint projects and ventures in their own market and in the market of surrounding countries.”
- “In our opinion, ETF could be more involved in the support to national governments and regulators, mostly in African countries, for the preparation and drafting of policies, strategies, and legislation related to energy transition and access to energy.”
- “Formalise the contacts with all partners at Dutch side in form of PIB. Formalise the contacts in partner country in form of LoI or Cooperation Agreement.”
- “Improving the way information (former studies and other relevant documents) is available and archived. This will prevent doing the same things twice, or prevent missing other relevant information.”
- “First, by continued support to a next phase of the project. Second, by reducing the gap between phases and being less bureaucratic about a quick follow-up (if not momentum is lost). Continuation of the current approach and increased budgets to tackle larger issues.”
- “It is very important to have first hand information on the desired outcome of the final goal of the project. ETF together with the executing partner should have in depth interviews with the partner country project members. This should be on a level to place the activities in a framework for continuity. In this respect the local ministries should be involved with their long term planning.”
- “I believe that a good follow-up is very important to make sure that the next steps will be taken.”
- “Better mapping of industry in the Netherlands that could provide assistance.”

Survey results

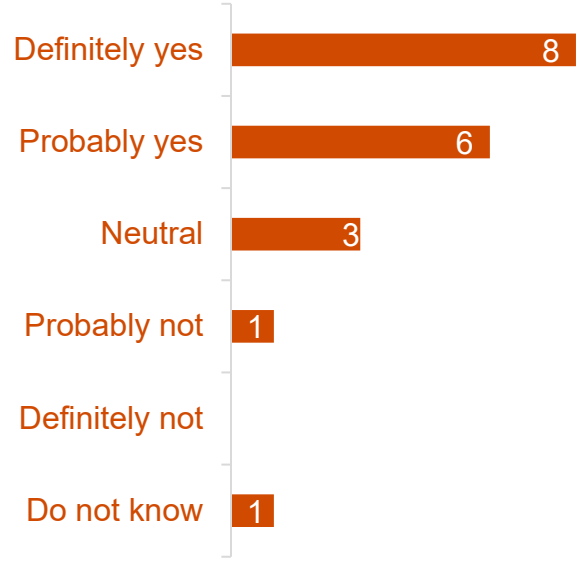


How could the ETF be improved to further increase its relevance to the partner country in the field of the energy transition? (continued)

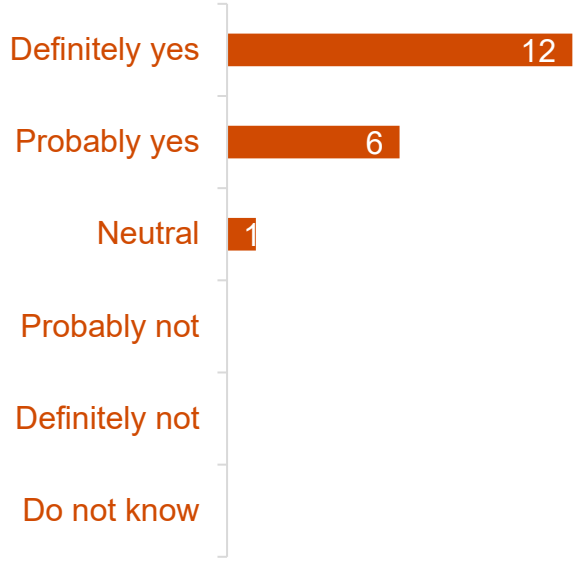
- “ETF should support with the development of technology demonstrations.”
- “Have a more continuous program, with clear milestones on both sides.”
- “More promotion of our company and its relevance”
- “We are still in the finalising phase of our project in Lebanon and we see several opportunities for further capacity building and pilot projects, ultimately including prospects for continuation and scaling without international support. I'm not familiar enough with ETF as a program to assess how follow up opportunities are handled and judged. In our project, there are several that fit well in the Dutch capacity building tradition and several that have a more holistic character (including some tooling, export promotion, and asset development needs), but still of a scale that could fit the delegated responsibilities to the Dutch Embassy, I think.”

Survey results

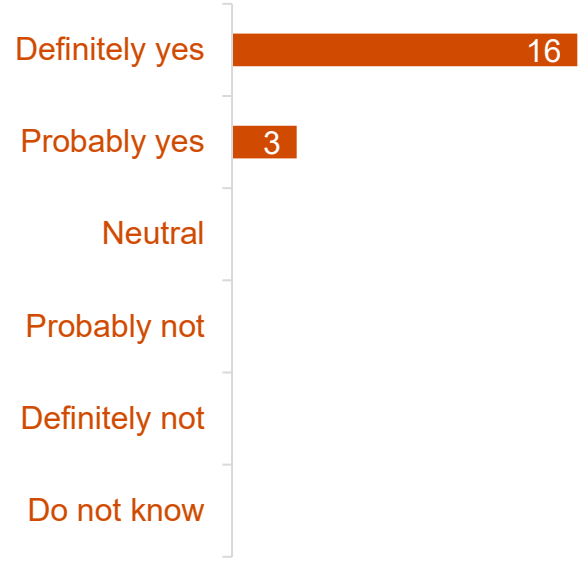
Does the ETF provide you with international knowledge sharing opportunities that you would otherwise not have had?



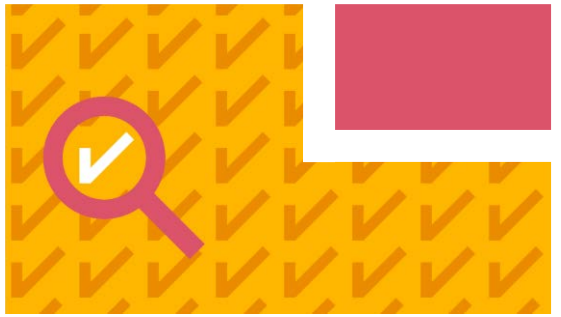
Is there synergy between your project and other projects in the field of the energy transition?



Is your project coherent with developments in both the partner country and the Netherlands?



Survey results



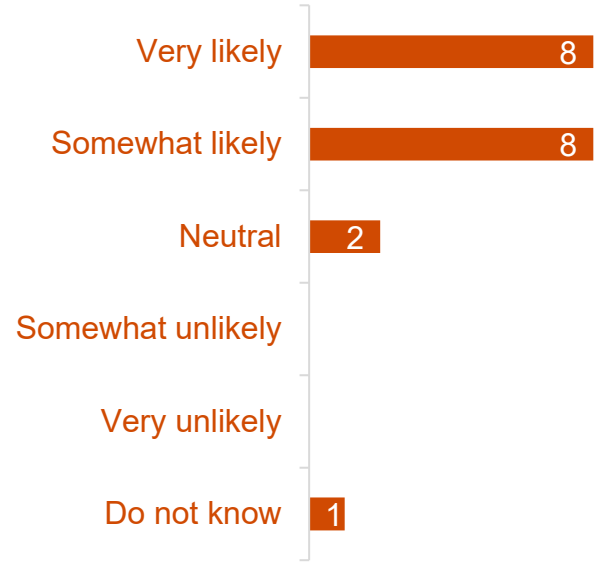
How could the Energy Transition Facility be improved in terms of synergies and compatibility with existing policy objectives and other programmes?

- “The ETF could benefit more from joint projects with the parent countries. Where the Netherlands seeks to assist the parent country to reach their goals, even if this not always fully in line with the very ambitious vision towards energy transition.”
- “ETF could provide technical assistance or support local associations in the implementation of energy transition projects.”
- “Try to implement project and ideas over a longer period of time.”
- “Support the trade of hydrogen from abroad the EU.”
- “Better ways of sharing and keeping track of information. Maybe it's also an option to inform project consultants about developments after they've delivered their reports.”
- “Activities focus mainly on one country in a certain region. However, the knowledge could be further disseminated to partner countries facing identical issues. I recommend ETF to have a cluster meeting of the country coordinators discussing the in-depth activities of the projects and outcome to deiced if the gained knowledge can be applied for neighboring countries.”
- “More knowledge exchange from both sides.”
- “ETF should facilitate cross-learning among the supported project within the partner country/countries.”
- “What is strong about ETF, is that the request has to come from the counterpart. Still, the "why do you request ETF support" is critical (and sometimes sensitive). One thing we noticed, is that it took time to build a trusted relationship with the Lebanese counterpart. That is going very well now, but you can already feel that the project time limitations are sub-optimal. I personally feel, we are just getting started. Synergies, I think are best served with deep and long term relationships, preferably with all stakeholders having some serious skin in the game.”
- “Knowledge sharing amongst partners in the programme - who does what and why?”

Survey results

To what extent did your project succeed in offering Dutch best practices to the target countries?

To what extent do you expect your project to be followed-up in the future by investment projects that help reduce or avoid GHG emissions?

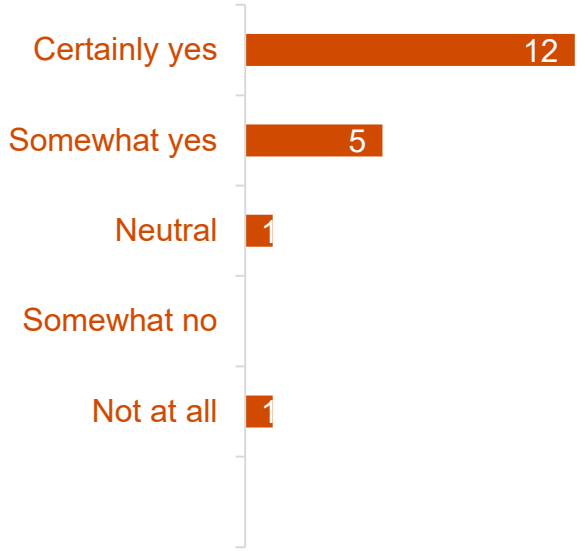


Would you please elaborate on why you do not expect this to be likely?

- "Very unstable situation in target country."

Survey results

Do you recognise the steps in the results chain pictured above?

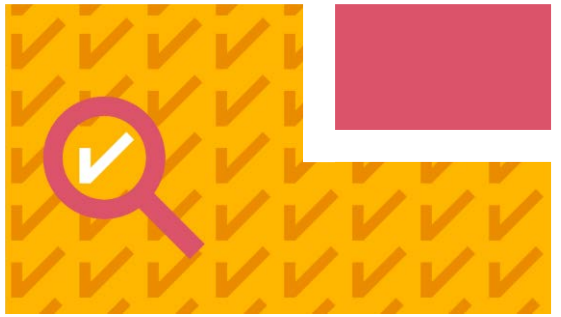


What aspects did you not recognise, or did you think were missing?

- "Support scale-ups."
- "Setting up a coherent consortium."
- "Our EET program focused more on an entrepreneurial vision towards the implementation of new ideas. The unstable political situation in a country like Mexico makes it very challenging to do this. The new president in Mexico made a dramatic change towards renewable energy and focusses on making PEMEX great again. Therefore very creative ways have to be found to grow sustainable solutions within the given framework in Mexico."

How successful was the cooperation between RVO, the Dutch MFA and the Dutch Embassies with regards to your project?

Survey results



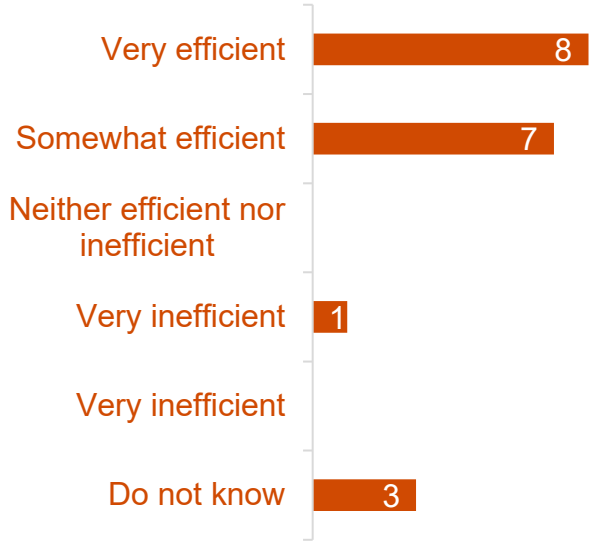
How could the cooperation between RVO, NL-MFA and the Dutch Embassies be strengthened?

- “We had a very pleasant cooperation on the operational level with RVO. The support form the Embassy was much stronger, from the Ambassador to the special Energy Envoy there was strong support. However a strong Steering Committee only existed in the beginning, making it difficult to keep aligned with the Dutch changing political ambition. Even though SENER participated in one of the editions of the program, the commitments in the Cooperation Agreement with Mexico where put aside.”
- “ETF could provide technical assistance or support local associations in the implementation of energy transition projects.”
- “RVO could give more decision-making to local Embassies because they are more knowledgeable in terms of local law, stakeholders, and projects.”
- “I think cooperation was good. Improvement might be in the 'after-care': keeping all parties informed about results and follow-up.”
- “Dutch Embassies are the key to success. Important to get the Dutch project partner in an early stage into contact with the local ambassador.”
- “Communication could have been a bit better. sometimes it was not completely clear what to expect from the Dutch Embassy.”
- “More prompt responses from RVO.”
- “My impression was very positive. I sensed genuine effort to get the most out of the project and balanced roles, but in the end, this is really something they should discuss among themselves.”
- “More structural? But difficult to asses due to us only participating in one event.”
- “Participate in some of the activities in the beneficiary country.”
- “More interaction.”
- “Focus on who does what.”

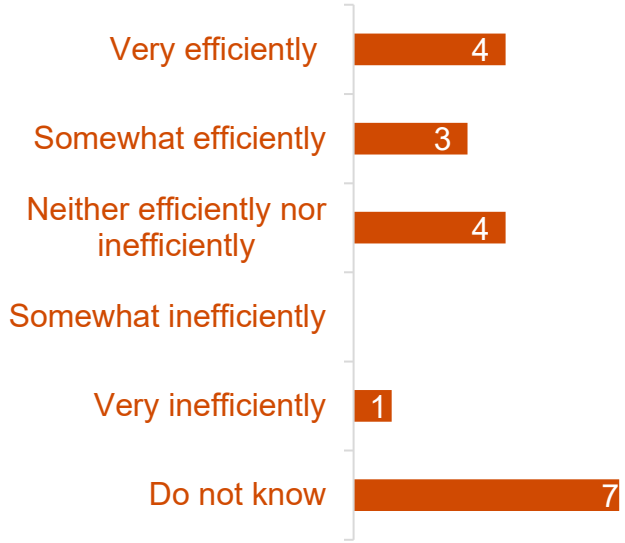
Survey results

To what extent did your project succeed in addressing gender issues in the energy transition?

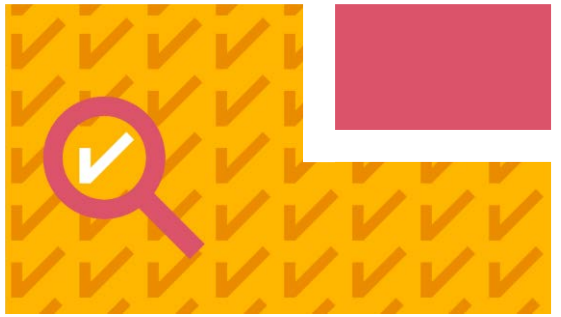
How efficient is the ETF programme in developing a strategic cooperation with a partner country in the field of energy transition?



How efficiently is the ETF managed?



Survey results



How could the management of the ETF be strengthened in terms of efficiency?

- “A steering committee should be put on top of such project including members of the partner country.”
- “A more active attitude.”
- ‘More continuity”.”
- “In general I would say it is very important to check whether we (as a donor/supporter) deploy a consistent set of tools to make the scaling-schedule shown earlier in this survey a reality. This is not easy as the stakes and risks get bigger as you get more towards realisation, pilots, scaling etc. Still, I sometimes have the feeling that -as a country- we could venture out a bit further beyond no-risk capacity building. Especially with small scale pilots with scaling potential. Yes, the risks are bigger, and some projects will fail, but a) that is a good learning and de-risking experience for exporting companies, and b) can be mitigated largely by carefully focusing at no-regret options, and c) makes export promotion more tangible, visible and ultimately successful. Locally proven concepts are almost a pre-requisite for business success in a new market/country.”

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