

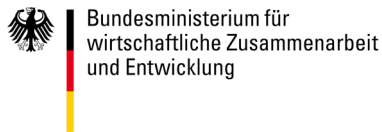
2 0 1 8



A N N U A L  
M O N I T O R I N G  
R E V I E W

LEAVING NO ONE BEHIND

# FUNDING PARTNERS IN 2018



# TABLE OF CONTENTS

<b>4</b>	<b>EXECUTIVE SUMMARY</b>
<b>6</b>	<b>INTRODUCTION</b>
<b>7</b>	<b>MONITORING FOCUS AND METHODOLOGY</b>
<b>8</b>	<b>REVIEW OF SeforALL'S INTERVENTIONS</b>
8	ENERGY EFFICIENCY FIRST
10	LEAVE NO ONE BEHIND
15	SUSTAINABLE ENERGY DIPLOMACY
17	FOUNDATIONAL WORK
<b>22</b>	<b>ANNEX 1: RESPONSE TO ISSUES RAISED IN THE 2017 ANNUAL MONITORING REVIEW</b>
<b>25</b>	<b>ANNEX 2: RESPONSES TO ISSUES RAISED IN THE MID-TERM EVALUATION</b>
<b>31</b>	<b>ANNEX 3: SeforALL'S 2018 RUBRICS</b>
<b>34</b>	<b>ANNEX 4: PERFORMANCE ASSESSMENT OF INTERVENTION</b>
<b>37</b>	<b>ANNEX 5: SeforALL 2018 WORKPLAN</b>

# EXECUTIVE SUMMARY

**S**ustainable Energy for All (SEforALL) is an international organization that empowers leaders to broker partnerships and unlock finance to achieve universal access to sustainable energy, as a contribution to a cleaner, just and prosperous world for all. This report is SEforALL's second Annual Monitoring Review using the Monitoring, Evaluation and Learning (MEL) Framework to provide an additional lens on the results of SEforALL's work in 2018 and the lessons learned and fed back into the management cycle to feed efforts to grow the organization's impact.

In 2018, SEforALL organized its work in a set of three workstreams: Energy Efficiency First, Leaving No One Behind, and Sustainable Energy Diplomacy. Each workstream comprises a set of interventions. The same year, SEforALL added six interventions to its portfolio to address evolving areas where SEforALL felt that it could help support partners on the critical path to achievement of SDG7. The three workstreams are supported by a foundation of ongoing work, including work on data and evidence (the Body of Evidence) and convening the movement (the SEforALL Forum).

This Annual Monitoring Review assesses the outputs and intermediate outcomes of SEforALL's work through its MEL Framework, in particular its Program Theory.

## Results Achieved

In 2018, SEforALL's results included:

- generating new data and evidence on access to cooling, women's empowerment, financial commitments made to electricity and clean cooking access, and on stakeholders and initiatives operating at the intersection of energy, gender, and social inclusion;
- strengthening the understanding and knowledge of this data and evidence by sharing them through speaking engagements, diplomatic and media outreach, and workshops; and
- creating platforms for dialogue and action towards achieving SDG7, through the SEforALL Forum, Accelerators, partnership networks, and Cooling for All Secretariat.

The analysis deduced from the monitoring of SEforALL's 2018 interventions suggests that SEforALL has made good progress on reaching its intermediate outcomes, as stated in [SEforALL's Program Theory](#).

## Lessons Learnt and Areas of Improvement

SEforALL identified the following lessons learnt and areas of improvement:

- SEforALL published four reports. The sharing of the report findings profited from a compre-

hensive dissemination strategy, which included launch events, speaking engagements, workshops and briefings, as part of an effective communications strategy. This approach is being better integrated in intervention planning in 2019.

- Bringing together representatives from diverse sectors and technologies not only adds new ideas to a discussion, but also requires building a feeling of cohesiveness among stakeholders. SEforALL applied the design thinking approach to its Accelerator workshops, to push stakeholders to overcome their competitive nature to begin thinking and acting as a cohesive group.
- SEforALL increased its engagements with the private sector. Industry associations played a key role in interventions and SEforALL is increasingly including appropriate industry associations in specific interventions as key partners.
- SEforALL continued to evolve as an organization, with growth and changes in staff working on interventions. SEforALL developed additional procedures to ensure a smooth transition of roles and responsibilities.
- Key elements of all SEforALL interventions are action-oriented partnerships. As SEforALL's partner network grows, SEforALL resources are required to better manage partner relationships and ensure that roles and responsibilities are carefully defined. SEforALL is addressing this issue by refining its relationship management tools and guidelines and providing additional training to staff.
- Requests from the UN and from other partners asking SEforALL for strategic support increased. To ensure SEforALL can continue to respond to incoming requests effectively, flexibility should be built into the SEforALL workplan and ensure the allocation of time for the staff most involved.

Monitoring and analysis of 2018 activities, outputs, and where possible intermediate outcomes, showed that SEforALL continues its development as an organization and is making good progress in delivering results. Staff members are learning from their experiences and delivery of future interventions has good potential. To ensure this information is translated into more effective actions, SEforALL continues to reflect critically on the delivery and efficiency of its operations and to incorporate these insights into actions that address the areas for improvement included in each workstream review.

# INTRODUCTION

**S**EforALL's mission is to empower leaders to broker partnerships and unlock finance to achieve universal access to sustainable energy, as a contribution to a cleaner, just and prosperous world for all. SEforALL does this by systematically drawing on strategic insight, building on compelling communications and delivering through and with action-oriented partnerships in its interventions.

Guided by its Monitoring, Evaluation and Learning (MEL) Framework, SEforALL assesses its

interventions on an annual basis through an Annual Monitoring Review. This 2018 Annual Monitoring Review is the second produced by SEforALL and strives to provide a complete and concise view on progress made towards articulated intermediate outcomes. It summarizes the detailed monitoring reviews that have been conducted for each intervention. The 2018 Annual Monitoring Review should be read in conjunction with SEforALL's 2018 workplan provided in Annex 5.



# MONITORING FOCUS AND METHODOLOGY

**T**he 2018 Annual Monitoring Review reports on the inputs, activities and outputs of SEforALL's interventions for accountability and internal learning purposes. It provides timely insights on programming and offers SEforALL the opportunity to make informed decisions on the design and implementation of its interventions.

The three central questions defined in SEforALL's MEL Framework form the foundation and focus of SEforALL's monitoring efforts:

1. Are SEforALL's interventions well-designed?
2. Are SEforALL's interventions delivered as originally designed and/or intended?
3. Are SEforALL's interventions inputs translated to outputs in a timely, efficient manner?

SEforALL bases its monitoring on the Program Theory of Change and Theory of Action outlined in its MEL Framework. The Program Theory of Change outlines the necessary preconditions and pathways to achieve SDG7 and forms the basis of SEforALL's programming. SEforALL monitors three levels of its Program Theory of Change: Level 4 (input), Level 3 (output) and Level 2 (intermediate outcomes). In most cases, the intermediate outcome level (Level 2), is beyond the scope of current monitoring efforts, and is mostly excluded from the 2018 Annual Monitoring Review. SEforALL's Theory of Action is embedded at the activity level and monitors

Level 3 (output) activities within the Program Theory of Change. The 2017 Annual Monitoring Review established a baseline for interventions and the 2018 Annual Monitoring Review assesses progress against that year's findings.

SEforALL employed a diverse set of monitoring tools to assess the 2018 engagements. These include: intervention led interviews, participant surveys, media and social media analysis and participant observation, as well as document analysis of concept notes, meeting minutes, budgets and timesheets. The monitoring data and evidence were collected according to SEforALL's central monitoring questions and corresponding indicators and were further assessed by using its Merit Rubric. For details on SEforALL's assessment rubric, please see [Annex 3](#), and for detailed performance ratings, please refer to [Annex 4](#).

Lessons learnt and best practices from the 2017 Annual Monitoring Review helped SEforALL to refine and improve its monitoring efforts. For detailed responses to the findings of the 2017 review, please refer to [Annex 1](#).

In 2018, SEforALL conducted a mid-term formative evaluation for the 2016-2021 business cycle to provide insights for ongoing improvement of SEforALL's interventions. Recommendations, respective responses and progress made by SEforALL can be found in [Annex 2](#).

# REVIEW OF SEforALL'S INTERVENTIONS

## ENERGY EFFICIENCY FIRST

The purpose of the Energy Efficiency First workstream is to inspire leaders to mobilize finance and broker partnerships that place energy efficiency and demand-side solutions at the core of all energy plans and business strategies. The objective is to drive new collaboration and innovation by governments, corporates, and civil society by supporting champions for energy efficiency and productivity in the most energy-intensive countries and sectors.

In 2018 this workstream consisted of three interventions: Energizing the Private Sector (including support to the energy efficiency accelerators and hub), Cooling for All, and Energy and Transport. SEforALL's workplan in [Annex 5](#) has a short description of each intervention.

### Results Achieved in 2018

SEforALL made good progress with its interventions under the Energy Efficiency First workstream. In 2018, the primary output of the Energy Efficiency First workstream was the production and release of the *Chilling Prospects: Providing Sustainable Cooling for All* report by the Cooling for All intervention. The report quantifies the growing risks and assesses the opportunities of the global cooling challenge. It also suggests actions for accelerating cooling solutions to create sustainable cooling access for all, including the poorest countries and their citizens who are often

disproportionately affected. The report is therefore a key piece of data and evidence on access to cooling and is directly linked to SEforALL's intermediate outcomes.

As the *Chilling Prospects* report is targeted primarily at national and international policy makers and senior business executives, SEforALL launched it at the 2018 UN High-level Political Forum (HLPF) in the presence of government ministers and business executives, and briefed two industry associations on its findings. SEforALL's speaking engagements at international fora have allowed for the dissemination of the findings of the *Chilling Prospects* report and have elevated the issue of access to cooling to the attention of national and international policy makers and senior business executives.

The publication of the *Chilling Prospects* report was supported by a strong communications strategy which generated significant media interest, including 263 news articles in six languages across national, international and broadcast media, with eight out of the nine countries identified by the report as "most at risk". Through this engagement and coverage, SEforALL reached an estimated global audience of just under 300 million and significantly elevated the issue of access to cooling to a broader target audience.

The publication of the *Chilling Prospects* report has also become a reference point for partners and their work on the cooling agenda and has



contributed to the establishment of the following new initiatives:

- Kigali Cooling Efficiency Program (K-CEP) has based its programmatic area of focus 'Access to Cooling' on the recommendations of the report and will disperse up to 10 million USD to support initiatives that will leverage further finance into access to cooling.
- The Ashden Award on 'Cooling for People'.
- A Global Vaccine Alliance and Project X project on vaccine cold chains in high-impact countries.<sup>1</sup>
- The Million Cool Roofs Challenge, a project of the (K-CEP) in collaboration with the Global Cool Cities Alliance, SEforALL and Nesta's Challenge Prize Centre. It will provide up to 2 million USD in grants.
- Rocky Mountain Institute Global Cooling Prize expected to award 3 million USD in total to the intermediate and ultimate prize winners.
- In conversations with SEforALL, the World Bank has expressed its willingness to support projects that enhance access to cooling. The World Bank is currently developing a global roadmap for cooling that includes mainstreaming cooling objectives into lending operations.

These results suggest that SEforALL is on track to achieving its intermediate outcomes, 'Leaders access strategic insights', 'Leaders are motivated to act', and 'Leaders have the opportunity to unlock finance or broker partnerships'.

In 2018, the Energy and Transport intervention remained in the scoping phase. SEforALL's approach is to add value to the energy and transport nexus and build on and complement the work of other key stakeholders. The intervention will focus on public transport and enhancing

1. High-impact countries are countries whose efforts are critical to the achievement of SEforALL objectives globally.

access to sustainable urban mobility systems through efficient energy use in growing cities in developing countries of Africa and Asia. By the end of 2018, the Energy and Transport intervention was set up to establish a steering committee and deliver its first output, a scoping report, in 2019.

Activities under the Energizing the Private Sector intervention are not reported on separately in this review as these activities were integrated into other interventions.

### **Challenges faced, and Action taken**

An early draft of the *Chilling Prospects* report was provided to partners and industry associations, who initially expressed resistance to endorse it. After a consultative process and ensuring the report was technology neutral, the industry associations were then supportive and are now keen to become key partners in the Cooling for All intervention. SEforALL is currently exploring opportunities for future collaboration.

During the scoping exercise of the Energy and Transport intervention, SEforALL conducted desk research on sustainable transport policies in fast growing cities in Africa and Asia. Research showed that 31% of cities researched have no policies on sustainable transport on the city level and for 55% of cities, policies were in the native language of the country, making it difficult to retrieve and analyze them. These findings provide a baseline for the future work of the intervention and confirm both that SEforALL is tapping into a niche and the need for further research and awareness building in this area.

In summary, the challenges the interventions faced were recognized, addressed and mitigated in time, so that they had little to no effect on the implementation of the interventions' workplans.

## Lessons Learnt and further Areas of Improvement

Based on the challenges faced regarding the draft of the *Chilling Prospects* report, SEforALL has identified the necessity to ensure its approach is technology neutral and reflective of the diversity of stakeholders. To ensure this happens, SEforALL has included this responsibility under the newly established Cooling for All Secretariat, which SEforALL hosts.

With its approach to the Energy and Transport intervention, SEforALL is drawing on its experience from the Cooling for All intervention. Cooling for All started its work with a scoping study, followed by a report identifying challenges, economic opportunities and data gaps. The work on both the scoping study and the report was guided by a steering committee, which consists of key stakeholders and experts in the field. For the Energy and Transport intervention, SEforALL will also set up a steering committee and develop a scoping report in 2019.

## LEAVE NO ONE BEHIND

The workstream Leave No One Behind is designed to empower leaders to take the actions needed to unlock finance and broker partnerships towards closing the gap in sustainable energy services, to increase renewable energy consumption, and to ensure approaches embrace the energy poor and women. The interventions in the workstream are supported by a combination of data and evidence analysis, targeted and strategic partnerships, and strong communications that target decision-makers, both public and private, in search of speed and scale. Through this work, SEforALL aims to center social inclusion, women's empowerment and gender approaches as primary objectives of the global energy transition necessary for achieving SDG7 and the Paris Agreement. In 2018, there were eleven interventions in this workstream:

- Energizing Finance
- Energy Access Dividend
- People-Centered Accelerator
- Energy and Health
- Build and Strengthen the Electricity Accelerator
- Electricity for All in Africa
- Clean Fuels for All
- Shifting Financial Flows
- Africa Biomass Data
- SIDS STEP
- LDC Renewable Energy and Energy Efficiency Initiative

A short description of each intervention can be found in SEforALL's workplan, outlined in [Annex 5](#).

### Results achieved in 2018

The majority of SEforALL interventions under the Leave No One Behind workstream made good to very good progress. In 2018, the primary outputs of the Leave No One Behind workstream were:

- Publication of the *Energizing Finance: Understanding the Landscape 2018* report.
- Publication of the *Levers of Change: How Global Trends Impact Gender Equality and Social Inclusion in Access to Sustainable Energy* report as part of the People-Centered Accelerator.
- Launch of the *Faces of Energy* interactive website as part of the People-Centered Accelerator.
- Establishment of the Lisbon Group on building markets for clean fuels for cooking.
- Organization of a design meeting for the Electrification Accelerator.
- Advice provided on the development and delivery of two Energy Access Dividend reports for Honduras and Haiti.

The *Energizing Finance: Understanding the Landscape 2018* report tracks the amount and type of finance for electricity and clean cooking access in countries with the largest access deficits. This analysis offers key insights and recommendations to support governments and financial institutions in boosting finance levels to help meet SDG7. The 2018 report, the second in the annual series, therefore provides a key piece of data and evidence on energy access finance in developing countries and is directly linked to SEforALL's intermediate outcomes.

To reach its target audience, including industry actors that wish to develop projects but need additional financing, SEforALL officially launched the report at the ECOWAS Sustainable Energy Forum in Dakar, Senegal and held an investor round table at the same event. In recognition of the importance of partners for the SEforALL movement, SEforALL held five briefings and one public webinar open to all to brief participants on the report's findings. To further disseminate these findings, SEforALL organized an official side event at COP 24 and undertook speaking engagements at international events.

As the result of a strong communications plan, the publication of the *Energizing Finance: Understanding the Landscape 2018* report generated strong media interest. This included 117 print and online news articles citing the report, and extensive coverage especially in India (one of the case study countries featured in the report). Through this coverage, SEforALL reached an estimated global audience of just over 50 million. SEforALL and the *Energizing Finance 2018* report were also featured in four international broadcasts, reaching a global audience of just over 302 million.

SEforALL was able to further the reach of the publication via social media. On its Facebook page, SEforALL broadcast Rachel Kyte's keynote speech launching the report at the ECOWAS Sustainable

Energy Forum in Dakar, Senegal. On Twitter, the report was promoted using the #SDG7Finance hashtag and received special support from the UN's Secretary-General who highlighted the report on his Twitter page, calling for "far more finance". In the 14 days following the report launch, SEforALL reached an audience of 22,000 people via Facebook and an estimated audience of just over 11 million people via Twitter.

The *Levers of Change: How Global Trends Impact Gender Equality and Social Inclusion in Access to Sustainable Energy* report published by the People-Centered Accelerator, provided evidence of how women are often not given an equal chance to take advantage of some of the key trends. The report is an important piece of data and evidence and contributes to achieving the People-Centered Accelerator's objective of enhancing and extending the provision of sustainable modern energy to the very poorest people in society, who will not be reached by business-as-usual approaches.

In 2018, the People-Centered Accelerator also published an interactive website, *Faces of Energy*, which provides an interactive map of stakeholders and initiatives operating at the intersection of energy, gender, and social inclusion. The objective of the *Faces of Energy* website is to catalyze action towards inclusive energy access by providing an interactive tool that visualizes where action on energy poverty, clean energy transition, empowering women and mobilizing capital is taking place, which organizations are engaging on these issues, where there are gaps and opportunities for engagement and what the common barriers in different countries and regions are. The website is another output contributing to both objectives of the People-Centered Accelerator: bringing together and strengthening collaboration between a broad range of stakeholders to achieve these aims in the context of the People-Centered Accelerator's workstreams and activities; and enhancing and extending the provision of sustainable

modern energy to the very poorest people in society, who will not be reached by business-as-usual approaches.

The *Levers of Change* report and the *Faces of Energy* website were both launched at the SEforALL Forum in Lisbon. To reach a broader target audience, SEforALL promoted both using the #SDG7AIEqual hashtag on Twitter. From April 16 – May 18 (to account for one week of promotion pre-launch, launch and post-launch activity), posts using this hashtag reached an estimated audience of just over 942,000 from 181 tracked tweets originating from 26 countries.

Both outputs of the People-Centered Accelerator are also directly linked to SEforALL's intermediate outcomes of providing leaders with data and evidence, as well as providing leaders with the opportunity to broker partnerships to unlock finance for an inclusive energy transition.

To provide leaders with the opportunity and the motivation to act on sustainable energy for all, SEforALL organized a design meeting for the Electrification Accelerator and established the Lisbon Group.

The Electrification Accelerator brings together private sector stakeholders across the energy access sector in Africa and provides a platform for them to craft a common message to political leaders, as well as for inter-organizational learning and partnerships. The Accelerator provides the opportunity to speak on behalf of the private sector as a whole to political leaders and financiers and to articulate what is needed in terms of finance and regulations to accelerate progress in Africa. The design meeting was an important milestone in building momentum for the Accelerator, its objectives, and its work moving forward. The Accelerator is therefore contributing to SEforALL's intermediate outcome 'Leaders have the opportunity to act'.

The Lisbon Group was established under the intervention Clean Fuels for All to form a basis for collaboration to build clean fuel markets and help countries close clean cooking access gaps. With the convening of the Lisbon Group, SEforALL brought together leaders from competing industry associations representing different clean cooking fuel sources. Getting key industry and cookstove representatives to agree to work on a shared ambition is an important step in assisting countries to close their clean cooking access gaps, which contributes to SEforALL's intermediate outcome 'Leaders have the opportunity to act' on clean cooking and technology for cooking.

In 2018, SEforALL was also involved in the development and delivery of the Energy Access Dividend reports on Haiti and Honduras, which were produced by the Latin America Hub and Duke University. Although the dividend reports have been produced and the findings presented, SEforALL is waiting for World Bank data used in the report to be signed off by the Honduran government before publication.

These results suggest that SEforALL is making progress towards its intermediate outcomes: 'Leaders access strategic insights', 'Leaders are motivated to act', and 'Leaders have the opportunity to unlock finance or broker partnerships'.

### **Further Achievements**

The Call for Action adopted during the Sustainable Energy Forum for East Africa that took place in Kigali, Rwanda in March 2018 and the media analysis of SEforALL's work around this event suggest that SEforALL is supporting countries that recognize the need to prioritize clean fuels and technology for cooking (through the Clean Fuels for All intervention). The Call for Action refers to the need for diverse stakeholders "to promote use of low carbon and clean fuels and technologies for clean cooking, including LPG as a tran-

sition fuel.” Media analysis demonstrates that SEforALL’s messaging spread throughout Rwanda and East Africa. Stories and articles detailed the actions governments could take to accelerate access to clean fuels and technology for cooking.

SEforALL’s engagements with Rwanda supported the country in attracting partners for its national Action Plan on Clean Cooking. These have translated into the Clean Cooking Alliance and the Energy Private Developers Association and in November 2018, Rwanda organized the first clean cooking investment forum in Kigali. The forum brought together business leaders, investors, donors and government representatives to collaborate on developing an industry at scale to deliver affordable, modern and clean cooking solutions around the world, with a special focus on East Africa.

In holding the design meeting of the Electrification Accelerator on the sidelines of the ECOWAS Sustainable Energy Forum in Senegal, SEforALL supported the Forum by encouraging the private sector representatives of the design meeting to also attend the Forum. This resulted in 17 out of the 23 design meeting participants also attending the ECOWAS Sustainable Energy Forum. This support from SEforALL was recognized by Mahama Kappiah, ECREEE Executive Director, in his opening speech at the Forum.

In 2018, the Energy and Health, Build and Strengthen the Electricity Accelerator and Shifting Financial Flows interventions did not produce any outputs. For the Energy and Health intervention, SEforALL decided to partner with UN Foundation and to merge work programs. Once the merger is completed in 2019, SEforALL will deliver the first outputs. To streamline work, SEforALL decided to include the Electricity Accelerator in the Electricity for all in Africa intervention. SEforALL’s 2018 activities for the Shifting Financial Flows intervention focused on setting up the necessary financial management,

knowledge management, and monitoring, evaluation and learning systems. For 2019, outputs in the form of heat maps and a communications campaign are planned. Work took place in 2018 to further refine the analysis provided by SEforALL to the Least Developed Countries (LDC) group and to review and provide input to the LDC Renewable Energy and Energy Efficiency Initiative. No work was carried out on the Africa Biomass Data or SIDS STEP interventions as no funding was raised for these in 2018.

### **Challenges faced, and Action taken**

Intervention teams under the Leave No One Behind workstream had to manage changes in staffing and consequent handovers to avoid knowledge loss and ensure relationships with partners were well managed. In the case of the People-Centered Accelerator, Energy Access Dividend and the Build and Strengthen the Electricity Accelerator interventions, changes in staff led to unattended stakeholder conversations. This caused tensions in some cases internally between staff and externally with partners. SEforALL addressed this by bringing in additional staff and convening meetings with partners to help with the management of relationships. SEforALL has recognized this as an area of improvement as reflected in the relationship management lesson learnt below.

The Electrification Accelerator was launched in mid-2017, before a clear set of objectives for the Accelerator had been defined. This made the management of the relationships with initial co-conveners of the Accelerator at times challenging and created difficulties in developing an agreed strategy aligned with SEforALL’s overall strategy. To mitigate this challenge, SEforALL redesigned the Accelerator. However, the time taken to implement the redesign allowed other organizations to move into the space, in some cases competing with SEforALL. SEforALL responded by better defining the niche of the Electrification Accelerator and adopting a new approach to provide impact on the critical path to achieving SDG7.



With the convening of accelerators and the Lisbon Group, SEforALL brings together diverse sets of stakeholders to work together on addressing different issues of energy access. Having representatives from different, in some cases competing, organizations in one room adds new ideas to the discussion, but can also cause tensions within the group and requires careful moderation of the discussions. In the case of the Lisbon Group, SEforALL faced exactly this challenge. Tension linked to external factors made it difficult for the partners to collaborate on joint solutions. To ease the situation, SEforALL coordinated technical meetings with all partner organizations separately, as well as holding bilateral consultations with key organizations. These strategic convenings are ongoing and meeting minutes and correspondence indicates that the members of the Lisbon Group still hold on to the idea of collaboratively working on closing the access gap to clean cooking.

In summary, challenges were recognized and addressed, which allowed SEforALL to move forward with the implementation of the interventions' workplans. In some cases, corrective action was taken by adapting the 2018 workplan for the respective interventions. For example:

- SEforALL and Power for All decided not to embark on the launch of phase 2 of the Energy Access Dividend work and rather serve as advisory members of each other's work using the Energy Access Dividend methodology and approach.
- SEforALL decided to redesign and refocus the Electrification Accelerator by moving it into the Electricity for all in Africa intervention. Consequently, the Build and Strengthen the Electrify Accelerator intervention is no longer separately identified.

### **Lessons Learnt and further Areas of Improvement**

To improve SEforALL's delivery of results and performance, the following areas of improvement and

lessons learnt were identified for interventions under the Leave No One Behind workstream:

- **Agree on strategic direction and scope of partnerships and interventions prior to action**

For the interventions Clean Fuels for All, Energy Access Dividend and Build and Strengthen the Electricity Accelerator, additional effort was needed to ensure the expectations and scope of work were clear to all parties. Agreeing on the strategic direction and scope of partnerships and interventions prior to action taken would improve planning and coordination of activities.

SEforALL applied this lesson in the Electricity for All in Africa intervention by taking the time to well define the focus and objective of the re-designed Accelerator. SEforALL organized a design meeting to ensure that the expectations of the new Accelerator members were aligned. This allowed the Accelerator members to self-determine the focus and scope of the Accelerator and consequently their work within the accelerator.

- **Relationship management**

Key elements of all SEforALL interventions are its action-oriented partners. Managing these relationships requires time and effort. In 2018, changes in staff and internal handovers meant that not all stakeholder conversations and relationships were tended to as needed. SEforALL plans to focus more resources on managing its partner relationships and more clearly define roles and responsibilities and handover procedures. SEforALL is also addressing this issue by reviewing and refining its relationship management tools and guidelines

- **Involve industry associations**

Industry associations played a key role in securing a diverse group of private sector rep-

representatives to join the Electrification Accelerator. Involving the industry associations from the very beginning of the Accelerator design helped not only with identifying the right partners but also with reaching out and following up with them to secure their participation. For 2019, SEforALL is ensuring greater inclusion of industry associations in the work of the Electrification Accelerator.

- **Translate content into other languages to improve engagement with partners**

In 2018, the executive summary and supporting material on the *Energizing Finance* update report were translated and distributed in English and French. This was well received by the African audience of the report. Staff reported that focal points they met at the ECOWAS Sustainable Energy Forum noted that in the past it had been difficult to engage with SEforALL due to language issues. Translating content SEforALL produces to other languages will facilitate further engagement with stakeholders in Francophone Africa. In an After-Action Review the need for contracting with a translation service was raised and is being investigated.

## **SUSTAINABLE ENERGY DIPLOMACY**

Through the Sustainable Energy Diplomacy workstream, SEforALL supports both the global architecture and a global movement seeking to move forward the action agenda on sustainable energy. Recognizing that policy is an accelerant for critical action on SDG7 and that appropriate finance is crucial, Rachel Kyte, CEO of SEforALL, and Special Representative of the UN's Secretary-General (SRSG) for Sustainable Energy for All, along with other senior staff of the SEforALL team seek to support ambition on sustainable energy within the UN system and other global goal-setting and implementation fora.

In 2018, SEforALL's key activities under the Sustainable Energy Diplomacy workstream were engaging with leaders through high-level events or bilateral meetings and supporting the SRSG in her work.

During the reporting period, SEforALL was actively engaged in 67 international high-level events under the Sustainable Energy Diplomacy workstream. Rachel Kyte engaged in 36 of these high-level events, and SEforALL senior staff engaged in 31 events.<sup>2</sup> Key moments Rachel Kyte participated in include her engagements at the World Economic Forum (WEF), with the G20, UNGA Vienna Energy Forum, Africa-Europe High Level Forum as well as SEforALL's engagement in the UN HLPF, the Climate Vulnerable Forum (CVF), Asia Clean Energy Forum, Clean Energy Ministerial, Energy Transitions Commission and COP24.

To further motivate leaders to act on the critical path to achieving SDG7 at the scale and pace needed and to support them in their efforts, Rachel Kyte held 104 official bilateral meetings. These meetings took place on the sidelines of international events, or during mission trips. In 2018, SEforALL focused in particular on meeting with high-level representatives from the private sector as well as government officials. In addition, Rachel Kyte ensured broad engagement by meeting representatives from international organizations, philanthropy, non-profit organizations, development agencies and banks.

### **Results achieved in 2018**

SEforALL's activities under this workstream all aimed to provide leaders with access to strategic insights, motivate them to act on the critical path and highlight opportunities for action to accelerate and scale the actions needed to achieve SDG7. New requests for strategic sup-

2. Two events were attended by Rachel Kyte and senior staff and are therefore only counted once.

port and engagement that SEforALL and Rachel Kyte as SRSG received throughout 2018 further suggest that SEforALL is making progress with its intermediate outcomes. Examples for these requests are:

- **Sustainable Energy Forum for East Africa in Kigali, Rwanda**

In March 2018, the three-day Sustainable Energy Forum for East Africa in Kigali, Rwanda focused on actions needed to advance sustainable energy development, the investment needs of energy efficiency and renewable energy projects, the importance of gender equality and women's empowerment, and urban energy challenges. As co-convener, SEforALL helped shape the agenda, secured speakers and organized a session on clean fuels and technologies for cooking.

- **High-Level Forum Africa-Europe 2018**

At the request of the Austrian Chancellery, SEforALL organized a high-level panel discussion on sustainable energy at the EU-Africa Heads of State Summit that took place in Vienna, Austria in December 2018. The panel included an African Head of State, a senior official from the EU, and representatives from energy utilities, an African energy startup and an African philanthropy. The discussion provided SEforALL with a unique opportunity to shape the messages on universal access to electricity, energy efficiency, and renewable energy among the top decision-makers in Europe and Africa.

- **UN Deputy Secretary-General's Delegation to the Sahel**

In July 2018, Rachel Kyte joined the UN, African Union, and Sweden joint mission to Sahel as part of the SRSG's support of the UN's work in the Sahel on sustainable energy. For the mission, SEforALL produced energy snapshots on Chad, Niger and South Sudan which highlight-

ed the current energy access situation, especially on electricity, clean cooking, cooling and energy efficiency, as well as the policy and regulatory framework in place based on the countries' RISE (Regulatory Indicators for Sustainable Energy) scoring. These country profiles allowed SEforALL to demonstrate that finance for energy access was available in the countries but was not flowing enough into energy access.

- **Climate Vulnerable Forum (CVF) Summit**

At the request of the Chair of the CVF, SEforALL, along with International Renewable Energy Agency (IRENA) and Climate Action Network (CAN) International, contributed to the planning of the CVF's first virtual summit and coordinated the energy session panel discussion "100% Renewable Energy: A Vision for Decarbonization, Resilience and Prosperity."

### **Further Achievements**

SEforALL also broadened its engagements with the UN. In 2018, Rachel Kyte, SRSG and CEO of SEforALL, and Achim Steiner, Administrator of UNDP, were appointed Co-chairs of UN Energy to help ensure cohesion on energy in the broad UN system. Together they convened two principal meetings with all UN system organizations, the first of which was attended by the Deputy Secretary-General. A work program for UN Energy is currently being developed.

SEforALL has long-standing formal working relationships with UNIDO and UN Environment through the SEforALL Accelerators, and with the UN Regional Economic Commissions through the SEforALL Hubs. SEforALL's active engagement with other UN agencies expanded in 2018. WHO is an important partner for SEforALL in its new Energy and Health intervention, and SEforALL has been advising UNHCR on its Global Plan for Action for Sustainable Energy Solutions in Situations of Displacement.



SEforALL is now an official member of the SDG7 Technical Advisory Group (TAG). The SDG7-TAG is set up to seek, and facilitate exchange of, expert advice on how to strengthen the follow-up and review of SDG7 and its interlinkages with other SDGs. SEforALL participated in the SDG7-TAG meeting in Geneva in November 2018.

### **Challenges faced, and Action taken**

As work increased under the Sustainable Energy Diplomacy workstream in 2018, especially for the work to support the SRSG, additional staff positions in SEforALL became necessary. SEforALL was able to respond to some of these needs by appointing a Special Advisor to the SRSG at the end of 2018.

Vacancies of key senior staff roles posed a challenge in 2018. Filling these positions and having the senior management team in place has allowed Rachel Kyte to focus on her role as SRSG and on increasing responsibilities in 2019.

### **Lessons Learnt and further Areas of Improvement**

SEforALL operates in a fast-paced environment and benefits from an agile work approach. This is especially important for the Sustainable Energy Diplomacy work, as it involves many high-level stakeholders and changes to schedules occur regularly. To ensure SEforALL maintains its agility, staff recommend that it constantly improves its project management skills. To achieve this, the teams involved in the Sustainable Energy Diplomacy work make sure that preparation meetings for mission trips involve all necessary parties, and that specific tasks have clear instructions, deadlines, and an assigned owner of the task.

In 2018, SEforALL introduced Back to Office Notes (BTONs) to capture key discussion points and action items of meetings with external stakeholders. To ensure that the management team is

fully briefed on the meeting outcomes and actions to move work forward, SEforALL is looking to build on this and exploring options to capture meeting read outs in a more systematic way.

Another area of improvement identified is to increase the number of bilateral meetings with policy makers and stakeholders representing other SDGs that are dependent on early access to energy, including in health and economic development.

In 2018, requests from partners asking SEforALL for support increased. To ensure SEforALL can continue to respond to incoming requests in the appropriate way, SEforALL has a flexible approach to implementation that can adapt to changing circumstances. In addition, flexibility will be built into the 2020 SEforALL workplan and budget.

## **FOUNDATIONAL WORK**

In 2018, SEforALL monitored two interventions under this workstream: Body of Evidence and the SEforALL Forum. Both interventions support the delivery of other SEforALL workstreams and interventions. SEforALL's workplan in [Annex 5](#) includes a short description of the two interventions.

### **Results achieved in 2018**

SEforALL made good progress with its interventions under the Foundational Work workstream. In 2018, the primary output was the 2018 SEforALL Forum held in Lisbon, Portugal. The theme of the 2018 Forum was "Leaving No One Behind" and its aim was to provide a platform for SEforALL partners and the sustainable energy for all movement to showcase success, mitigate failure and identify solutions to achieve faster, broader gains towards clean, affordable energy for all. SEforALL had four main objectives for the 2018 Forum: for the audience to access new strategic insights; for the audience to increase its awareness on what is needed to meet SDG7 on time; for the audience

to reflect on challenges and identify solutions to make progress towards SDG7 and next steps identified in key partnerships, particularly for high-impact countries for delivering SDG7; and for participants to experience a rich environment and the establishment of new connections.

Considered by stakeholders as an inclusive “ideas lab”, “knowledge hub” and a “marketplace”, the SEforALL Forum is the main platform for SEforALL and its partners to showcase the latest data and evidence on progress towards achieving SDG7, and to make them available to key target participating stakeholders. In total, nine announcements were made at the 2018 SEforALL Forum which launched new data and evidence. The majority of respondents to the 2018 SEforALL Forum feedback survey indicated that the main reason they attended the Forum was to find out what progress had been made towards achieving sustainable energy priorities globally. This confirms the SEforALL Forum as a “knowledge hub”.

The SEforALL Forum is perceived as an important convening of a broad range of key stakeholders in the sustainable energy sector. The 2018 Forum included a marketplace where 19 partners presented their work to enable networking opportunities, connections and the building of new partnerships. Interviews confirmed that the marketplace was well perceived by the 2018 SEforALL Forum participants. 71% of survey respondents stated that they met people at the 2018 SEforALL Forum with whom they will collaborate going forward. In addition, the survey data confirmed that the 2018 SEforALL Forum was unique in bringing together a diverse set of actors, including representatives of the private sector/business, the non-profit sector/civil society and academia.

In total, 825 participants (57% male, 43% female) from 83 countries attended (52% Europe, 21% North America, 18% Africa, 6% Asia, 2% South America, 1% Oceania). Of these 825 participants,

41% were from the private sector, 28% from civil society organizations, 13% from governments, 12% from international organizations (including the UN) and 5% from academia. The level of attendance was 22% from the executive level, 39% senior management and 39% working level.

The “ideas lab” element of the 2018 SEforALL Forum provided keynote speeches, disruptive voices and six deep-dive discussions on scalable success in meeting SDG7 on time. These sessions were aimed at providing participants with strategic insights on what is working and why. They were designed in a way that would use knowledge to motivate leaders to take action on sustainable energy for all and ensure no one is left behind. In addition, SEforALL included 16 Partner Working Sessions designed in a manner that allowed for regional and sector-focused discussions that reflected challenges and identified solutions to make progress towards SDG7. This was confirmed by respondents to the feedback survey who stated that the 2018 SEforALL Forum allowed them to better understand what is working and why in achieving sustainable energy for all. 64% indicated that the Forum provided them with insights on how to contribute to leaving no one behind when acting on sustainable energy for all. And just over half of the respondents highlighted that the Forum had offered them solutions to current challenges towards achieving sustainable energy for all and leaving no one behind.

Key announcements at the 2018 SEforALL Forum were the launch of the *Tracking SDG7: The Energy Progress Report*, as well as the MTF survey. SEforALL also disseminated the findings of both reports through its communications strategy in the lead up to, and during the 2018 SEforALL Forum. In total, the generated media coverage resulted in 870 news articles across 67 countries which included coverage in 26 high-impact countries and in 15 different languages reaching an estimated global audience of just under 223

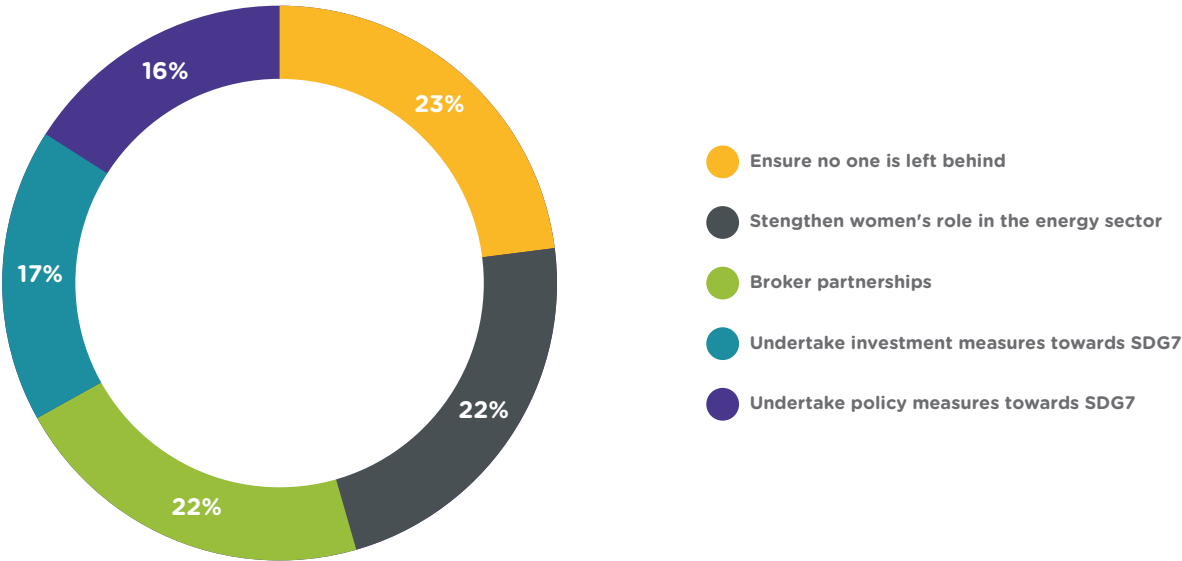
million. SEforALL was able to broaden its social media reach, generating 105 million Twitter impressions with the hashtag #SEforALLforum. During the event, the #SEforALLforum hashtag started trending in Europe, and was first in Portugal. On Facebook, SEforALL livestreamed 35 Facebook live interviews during the two days of the Forum, generating 23,000 views and reaching a global audience of 33 million. In summary, SEforALL's communication strategy led to a wide and effective dissemination of new data and ev-

idence and contributed to SEforALL's intermediate outcome: 'Leaders received access to strategic insights'.

As SEforALL aims to motivate leaders to act on strategic insights, the SEforALL Forum was also successful in achieving this intermediate outcome. According to a survey deployed after the SEforALL Forum, nearly 96% of respondents felt motivated to act on the knowledge and insights gained at the Forum. This is shown in the graph below.

**Figure 1**

Participants that left the Forum motivated to act, said they would act to:



The communications support SEforALL provided to *Tracking SDG7: The Energy Progress Report*, as well as to the MTF survey is described above. For the RISE launch in December 2018, SEforALL's communication support resulted in just over 41,400 impressions on Twitter and 1,700 impressions on LinkedIn.

In summary, the results suggest that SEforALL was successful in supporting the launch and dis-

semination of key knowledge products in 2018, elevating them to a broader audience, and delivered a Forum that provided strategic insights and new partnership connections to leaders, motivating them to act.

**Further Achievements**

SEforALL ensured that all panels during the 2018 SEforALL Forum included at least one fe-

male participant. These efforts were highlighted in the feedback survey, in which participants referred to the all-female panel on day 1 of the Forum as the highlight of the two-day program. Thomson Reuters' journalist Megan Rowling even mentioned this in a tweet, stating "... just been at #SEforALLforum where there was not one #manel ...". In summary, this suggests that SEforALL was successful in engaging its audience and especially in emphasizing female representation.

In SEforALL's efforts to ensure that knowledge products on SDG7 provide gender disaggregated data, SEforALL advised the MTF team and the RISE team on the importance of this issue. The MTF now uses indicators on gender involvement in clean cooking, exposure to poor air quality, and how households are managed. RISE is piloting clean cooking indicators in a dozen major access-deficit countries and the first pilot assessment of the policy environment for clean cooking can be found in the 2018 RISE report.

### **Challenges faced, and Action taken**

In summary, challenges were recognized and addressed. This allowed SEforALL to progress with the implementation of its workplan. In some cases, corrective action was taken by adapting the 2018 workplan for the respective interventions. For example:

- In 2018, SEforALL updated its Heat Maps to reflect the latest Tracking SDG7 data. However, to improve the presentation of the data, the release of the Heat Maps was delayed to coincide with the launch of the improved SEforALL website in 2019.
- Due to staff turnover and prioritization of other work, SEforALL delayed the implementation of the Knowledge Management Strategy. SEforALL put this on its workplan and resource plan for 2019.

### **Lessons Learnt and further Areas of Improvement**

To improve SEforALL's delivery of results and performance, the following areas of improvement and lessons learnt were identified for the Foundational Work workstream:

#### **• Fundraising**

In 2018, SEforALL had an income target of 615,000 USD for the 2018 Forum, was able to fundraise 447,400 USD and received a further 78,800 USD from the forum registration fee. SEforALL recognized that reaching out to potential sponsors should start at least one year in advance of the next Forum. Earlier outreach will allow sponsors to plan this into their budgets and will increase the funding for SEforALL's events.

#### **• Event planner and manager**

Although SEforALL hired an event management company to organize the 2018 Forum, timesheet analysis shows that the Forum was the second most time-consuming intervention across all teams. SEforALL recognized the need for an in-house event manager to coordinate planning, invitations, and management of the Forum. SEforALL has applied this learning in hiring an event manager for the 2019 Charrettes.

#### **• Partnership management**

To improve the quality of SEforALL's partnerships and to support the intervention teams in managing partner relationships effectively, SEforALL is appointing designated focal points for partners, upgrading its contact relationship management (CRM) platform and providing training to staff managing partner relationships.

#### **• Data analysis**

Some of SEforALL's key knowledge products, including the RISE database and the MTF-

based energy access surveys, are particularly rich and policy-relevant sources of information. Staff felt that more efforts were needed to improve internal ownership of the content, to integrate the content more systematically into SEforALL's various interventions and turn it into a more accessible form for SEforALL stakeholders. To achieve this, SEforALL would benefit from additional data analysis expertise to ensure that the insight SEforALL provides to its partners is robust and high quality.

- **Focused and structured discussions**

In the 2018 SEforALL Forum feedback survey, participants requested sessions in small, structured settings at SEforALL's next event to allow for more in-depth discussion on concrete solutions to achieving SDG7. SEforALL is responding to these requests with the convening of structured and curated Charrettes on 18–20 June 2019, in Amsterdam, Netherlands. The Charrettes will bring together small groups of participants from diverse backgrounds, geographies and sectors to address specific challenges on the critical path to realizing SDG7. New and more diverse perspectives, including those of the ultimate end-users, in a structured and focused work setting, are expected to produce new ideas and partnerships for specific solutions. The outcomes of the Charrettes will inform the UN Secretary-General's Climate Summit in September 2019, as well as the high-level sessions on SDGs and Financing for Development taking place at the same time at the UN General Assembly.

# ANNEX 1

## RESPONSE TO ISSUES RAISED IN THE 2017 ANNUAL MONITORING REVIEW

Intervention	Areas of Improvement	Action Taken
<b>Cooling for All</b>	In 2017, the first meeting of the Global Panel on Access to Cooling took place during the week of the UN General Assembly and Climate Week, which posed a challenge to the meeting agendas of the key stakeholders. The week of the UN General Assembly and Climate Week are always very busy weeks; key stakeholders receive competing invitations meaning that meetings cannot be attended by all invited key stakeholders.	In 2018, SEforALL again convened the second Global Panel meeting on the sidelines of an international event, the first Sustainable Energy Forum for East Africa which took place in Kigali from March 19-21, 2018. As Rwanda is a co-chair of the Global Panel, it made sense to hold a Global Panel meeting in its capital and to choose the timing of the meeting around the Sustainable Energy Forum which it was hosting. This would allow Global Panel members to participate in both events. Based on the experience of 2017, SEforALL made sure that the timing of the Global Panel meeting would not overlap with the Sustainable Energy Forum to avoid competing invitations.
<b>Energizing Finance</b>	In 2017, monitoring found that SEforALL could have allocated more time and planning to post-launch communications to broaden its dissemination and reach. It was further identified that there is a need to prioritize more in-country advocacy to ensure the report findings reach and motivate leaders who can influence energy access uptake in domestic markets.	In 2018, SEforALL chose to launch the report in Senegal during the ECOWAS Sustainable Energy Forum which drew together policy makers, financiers and private sector representatives from many African countries. The launch was further supported by high-level panel discussions, blogs and opinion pieces in different media markets, and an outreach on social media. In recognition of the importance of partners for the SEforALL movement, SEforALL also provided pre-launch briefings for partners via webinars to give a preview of the headlines from the data.
<b>Energy Access Dividend</b>	Opportunities for improvement identified include a stronger line of communication between SEforALL and its partners and a longer report development period that could have allowed the team to deliver a more robust methodology and a higher quality product.	In 2018, SEforALL and Power for All decided not to embark on the launch of phase 2 of the Energy Access Dividend work and rather serve as advisory members of each other's work using the Energy Access Dividend methodology and approach. Therefore, no action was action on this area of improvement.

Intervention	Areas of Improvement	Action Taken
<b>People Centered Accelerator</b>	The 2017 monitoring found that SEforALL could enhance the impact of the People Centered Accelerator intervention with improved planning to take advantage of all given circumstances and by tailoring its engagement directly to each event it attends.	In 2018, SEforALL actively planned the dissemination of its outputs around specific events (SEforALL Forum in Lisbon and UN HLPF). Improved planning continued to be an ongoing topic throughout 2018.
<b>Sustainable Energy Diplomacy</b>	<ol style="list-style-type: none"> <li>SEforALL could invest in a more robust understanding of its social media presence through stakeholder and further data analyses, as that may reveal new avenues for more targeted messaging and leader engagement.</li> <li>Improve advanced planning to alleviate risks surrounding event launches, presentations, and speaking engagements.</li> <li>Earlier planning would also benefit communications efforts, by allowing the development of more concise messaging strategies.</li> <li>SEforALL needs to assess the optimal staffing level and management time required. This will improve SEforALL's agile and flexible work style, as required by an organization of SEforALL's size and ambition.</li> </ol>	<ol style="list-style-type: none"> <li>To be addressed in 2019.</li> <li>SEforALL has put new processes in place to improve the planning of events and speaking engagements. For example, weekly update meetings have been set up for launch events, and there is a quick response management team sounding board to help decide on invitations for speaking engagements.</li> <li>The above processes also include members of the Communications team, who then develop a comprehensive communications plan as well as key messages around the event.</li> <li>In 2018, SEforALL delegated engagement in events to more senior staff members and filled key positions, such as Chief of Staff and the Special Advisor to the SRSG.</li> </ol>
<b>Body of Evidence</b>	<ol style="list-style-type: none"> <li>Define schedules and targets to facilitate effective management of staff and resources. These schedules need to include a time buffer to account for internal and external risks.</li> <li>Reiterate information from reports in speeches and other communications to increase impact.</li> </ol>	<ol style="list-style-type: none"> <li>In 2018, SEforALL delivered almost all its activities under this workstream on time. This indicates that SEforALL improved its management of staff and resources.</li> <li>SEforALL also increased the uptake from information from reports in speeches and effective communication strategies.</li> </ol>
<b>SEforALL Forum</b>	<ol style="list-style-type: none"> <li>Earlier planning, including setting time apart from usual business to prepare for the Forum</li> <li>Develop and distribute a hard copy of the program or find a mobile way to display the full program to attendees.</li> </ol>	<ol style="list-style-type: none"> <li>The planning of the 2018 SEforALL Forum started in summer 2017.</li> <li>The full program of the Forum was accessible on the Forum App as well as displayed on the various screens in the Forum venue.</li> </ol>

Intervention	Areas of Improvement	Action Taken
	<ul style="list-style-type: none"> <li>3. Ensure sufficient resources (staff and budget) are allocated with a longer lead time.</li> <li>4. Significantly improve internal communications among staff so any adjustments needed can be made in a timely way.</li> </ul>	<ul style="list-style-type: none"> <li>3. One SEforALL staff member was appointed as intervention lead and event coordinator. The roles of staff members in the run up to the Forum and during the Forum were clearly defined and communicated at an early stage.</li> <li>4. Internal communications were improved through Weekly Forum calls and a weekly Forum newsletter.</li> </ul>





# ANNEX 2

## RESPONSES TO ISSUES RAISED IN THE MID-TERM EVALUATION

### Recommendation 1:

**As a matter of priority, SEforALL should clarify and broadly communicate its relationship with the UN.**

Response	Progress made
<p>On 14 June 2018, the United Nations Secretary-General issued a letter that highlighted the importance to “strengthen UN-Energy in line with the aim of the ongoing repositioning of the United Nations development system to support Member States more effectively in advancing the SDGs.” In the letter the Secretary-General noted that he had asked Mr. Achim Steiner, Administrator of UNDP and his Special Representative for Sustainable Energy for All, Ms. Rachel Kyte, to be the Co-chairs of UN-Energy. The letter also notes that “The Department of Economic and Social Affairs will continue to play the important function of secretariat for UN-Energy.”</p> <p>Additionally, the UN requested that SEforALL support the coordination and lead critical aspects of policy work, from the UN Secretary-General’s Climate Summit to the work on energy in the Sahel. This demonstrates the key role SEforALL can play in support of the SRSG and of the UN Secretary-General’s priorities.</p>	<p>SEforALL has continued to communicate to stakeholders its relationship with the UN and the work underway through UN-Energy as well as the increasing number of requests for support from the SRSG and SEforALL from the Deputy Secretary-General and Secretary-General. The relationship with the UN was also raised at the initial Funders Council Meeting in Lisbon in May 2018, and again in July where the funders noted that the structure was clear.</p> <p>In addition, as part of the current work to restructure the SEforALL website, there will be increased visibility of the information related to SEforALL’s relationship with the UN.</p>

### Recommendation 2:

**SEforALL should continue to clarify its niche and its specific role and contributions with regards to the delivery of SDG7 in such a way that both its staff and its partners have a better understanding of the role that the organization plays and what it can and cannot do.**

Response	Progress made
<p>Clarity on the value proposition from SEforALL will be included in the 2019 workplan which is being consulted and developed at present. A communications effort around the value proposition will also take place in due course.</p>	<p>Initial work on the value proposition has already been undertaken as part of the work on the partnership framework. The value proposition is being added to staff meeting and management team agendas. This will inform the work on this item and will be integrated with additional work being undertaken in the context of the 2019 workplan development. The value proposition is also a key element in the website improve-</p>

Response	Progress made
	<p>ment program and consultants have been appointed to support this activity.</p> <p>Work on the value proposition will inform the development of the communications strategy. Activities to better communicate the value proposition were to be undertaken in the first quarter of 2019. This includes revised text on the website and the production of collaterals. The value proposition will be further aligned with the partnership framework and support our Hubs and Accelerators.</p>

**Recommendation 3:**

**SEforALL should continue to strengthen its approach to partnership with a diverse set of organizations, recognizing that all relationships are not necessarily partnerships.**

Response	Progress made
<p>SEforALL's Partnership Framework identifies three types of partners; Funding, Delivery and Proud. These are defined in the Partnership Framework and the approach to partnerships in the Business Plan. Since 2017, SEforALL has solidified 25 Delivery Partnerships and seven Proud Partnerships. In addition, 48 organizations in the same period agreed to partner in SEforALL's People-Centered Accelerator. Other strategic relationships exist outside the scope of formal partnerships.</p> <p>Delivery Partnerships are focused around joint programs of work that accelerate action on key SEforALL interventions. Proud Partnerships focus on specific activities and engagements that endorse the objectives of SEforALL. Of 25 Delivery Partnerships, all but six of the private sector partners are actively engaged in SEforALL interventions or platforms. The team is now focused on engaging the remaining six.</p> <p>Priority is also on reinforcing and clarifying agreements with Regional Hubs. Critical work has also gone into clarifying the focus and driving the activation of the Energy Efficiency Accelerators and the Energy Efficiency Hub.</p> <p>The 2019-21 workplan has several interventions in place where SEforALL partners will be engaged and outreach to partners on these projects is ongoing.</p> <p>SEforALL is also working to improve and upgrade a comprehensive relationship management system (including CRM software based on the Citrix Podio platform) to assist team members in efficiently managing partner relations.</p>	<p>As of January 2019, SEforALL is taking the following steps to continue to strengthen its approach to partnerships:</p> <ul style="list-style-type: none"> <li>• It has begun to simplify the structure of partnership agreements to make expectations clearer on both sides of the partnership, and to increase the scope to work with partners opportunistically as well as through longer-term interventions. As part of this effort, a series of partner-only briefings has been initiated via webinar on key reports and political milestones through the year. One of the three days of the 2019 Charrettes meeting will be used to convene partners around key interventions including electrification in Sub-Saharan Africa, Cooling for All and Gender.</li> <li>• It has identified a target list for future partnership recruitment to ensure that it aligns partners with areas of strategic priority for SEforALL's workplan.</li> <li>• It is investing in upgrading its contact relationship management (CRM) platform, moving from Citrix Podio to the more widely-used Salesforce, and providing training to staff managing partner relationships to help improve the quality of partnerships as well as to support its team in managing partner relationships effectively.</li> <li>• It is continuing its strategic review of its relationship to externally-hosted Hubs and Accelerators, including convening the leads in its Energy Efficiency Accelerator network in Q2 2019 to explore ways to increase ambition and impact.</li> <li>• It monitors the strength of its partnerships on a quarterly basis, reporting assessments to SEforALL's Management Team and CEO.</li> </ul>

#### Recommendation 4:

**SEforALL should continue to strengthen its human resources, especially through ensuring sufficient senior management capacity.**

#### Response

The hiring of the Senior HR Specialist in March 2018 has enabled SEforALL to approach HR matters from a more strategic angle. The workplan consists of, in consultation with the management team: a) defining People Strategy b) defining more holistic HR practices e.g. concerning performance and talent management c) improving and simplifying basic administrative processes d) offering in-house training and workshops to staff e) rethinking creative approaches to reward and recognition given the limited resources f) establishing more effective internal communication channels and g) investing in the capacity of managers to effectively lead their people.

Given the small size of the organization, fostering secondary leadership is a focus. Addressing the issue of chain of control is mainly managed through effective adherence to the Delegation of Authority guideline. This ensures all key positions have a deputy who not only has the authority to make decisions but who also holds the necessary competency to make decisions.

The CEO has raised with the Administrative Board the question of the succession plan, including a possible deputy CEO. The possible recruitment of this position is resource dependent. During the period of the evaluation, SEforALL concluded and completed recruitment for a Director of Policy, Director of Communications, Director of Partnerships, Chief of Staff and the Lead Financial Programme Officer. These people will be in place by the end of summer 2019.

#### Progress made

The Senior Leadership positions of Director of Policy and Programs, Director of Partnerships, Director of Communications, Chief of Staff, and Lead Finance Specialist are now staffed, with the Lead Finance Specialist joining on 15 October 2018.

HR is now firmly established as a trusted function for managers and staff and the HR Team has been strengthened with a full time HR Assistant. The 2019 workplan for HR has been finalized and includes a more systematic approach to a business-driven workforce planning process as part of a wider introduction to a holistic Talent Management Framework, introduced to the Senior Leadership Team.

The workplan focuses on strategically important activities, such as refocusing the recruitment and selection process and further developing the performance management approach and introducing more deliberate internal communication. This will lead to improved operational efficiency throughout the employee life cycle and shortened transactional times.

The HR team is also conducting ground work to equip the senior leadership team with improved resilience techniques.

### Recommendation 5:

**SEforALL should strengthen information management systems, coordination mechanisms, and standard operating procedures that can facilitate the work between its two offices.**

#### Response

The management team recognizes the need to strengthen the information flow and collaboration among SEforALL teams. Some steps have already been taken to improve information flow and ensure plans are developed with a full team approach, including the use of standardized event and briefing memos, the enhanced use of CRM software, and joint team meetings.

With the successful recruitment of key staff, clarity on roles and responsibilities as well as more defined processes for information flow will be an initial expectation from management. With more emphasis being placed on ensuring that teams are brought together with more regularity and that team communication takes place across office, greater coherence as well as the timely delivery of team objectives is expected.

#### Progress made

With senior staff now in place, team retreats, cross functional discussions and other meetings have taken place to improve clarity and coherence for the implementation of the remaining 2018 activities and to plan for the 2019 workplan. Teams have also made a practice of regular meetings to ensure effective planning and co-ordination. Roles and responsibilities between teams and individuals are defined with intervention plans in place to establish delivery pathways.

### Recommendation 6:

**SEforALL should consider small revisions to its Theory of Change in order to clarify the pathway to “unlocking finance” for sustainable energy for all and make explicit assumptions in the Theory of Change.**

#### Response

SEforALL recognizes that since the development of the Strategic Framework, and with the work carried out on its Energizing Finance series and with partners on Action Agendas and Investment Perspectives, it now has much more information on what it might take to unlock finance for SDG7. The “unlocking finance” pathway in the SEforALL Program Theory will be addressed further in the results framework developed during 2018.

#### Progress made

As part of the development of the 2019 Workplan, intervention leads started developing a Results Chain and Results Framework for interventions to more clearly identify the specific activities, output and outcomes expected. For example, the results chain for the Electricity for All in Africa intervention identifies activities and outputs – repackaging of Investor prospectuses, principles on integrated electrification planning, an Electricity Accelerator – that will help unlock finance for clean, modern and reliable electricity in the 16 high-impact countries in Sub Saharan Africa.

**Further comments:**

**Page 36 finding 6:**

Those interventions that were found to be gender-blind or with few or inadequate gender considerations are:

**RISE – Readiness for Investment in Sustainable Energy Report/Regulatory Indicators for Sustainable Energy: The 2014 RISE pilot report was completely void of mention of gender considerations or even of women specifically, even in the chapter titled ‘Energy Access’. The 2016 report is equally gender-blind. While some may argue that regulatory matters are ‘gender-free’, the evaluation team disagrees with such framing of ‘technical’ matters. Indeed, it is globally recognized that regulatory matters need to integrate gender considerations**

Response	Progress made
<p>In its 2017 edition, the RISE report was articulated around the regulatory frameworks for electrification, renewable energy and energy efficiency. The upcoming 2018 update will also include energy access and clean fuels, and gender considerations shall be incorporated explicitly. SEforALL is providing feedback to the RISE authors at the World Bank.</p>	<p>The 2018 RISE report has been updated to include data on four clean cooking indicators (planning, scope of planning, standards and labels and financial incentives) in 12 pilot countries. The scope of planning indicator accounts for policies tailored to gender and vulnerable communities, awareness strategies to drive the adoption of clean cooking solutions, and last-mile distribution measures. Furthermore, the report provides an overview of gender considerations in clean cooking related policy measures, the disconnect between policy gender considerations and improvement in gendered issues relating to clean cooking.</p>

**Page 36 finding 6:**

**Cooling for All: At the time of writing, Cooling for All was still in development, not yet having published its first report. Thus, an assessment of the gender-sensitivity of Cooling for All is tempered by this fact. Nonetheless, the Cooling for All primer is clearly gender-blind. The Twitter conversation at #Cooling-ForAll is also one which does not seriously raise gender issues in a sensitive or intentional way. Finally, according to key informant interviews, gender has not been incorporated into the vision and planning of Cooling for All.**

Response	Progress made
<p>The first phase of the Cooling for All initiative was to prepare an authoritative report on access to cooling and included an extensive desk research exercise which revealed a strong lack of gender disaggregated data. This is a new piece of information and is why SEforALL has forcefully advocated for a priority to be put on disaggregating data on energy access by the data custodians. In the next phases of Cooling for All, focuses on action and implementation, there will be a gender lens on the work, and SEforALL will continue to push for gender disaggregated data.</p>	<p>Phase 2 of the Cooling for All initiative will include a gender lens in its planning and activities. Women and girls are disproportionately impacted by a lack of access to sustainable cooling and enhanced access can lead to lower vulnerability to mortality risk and poverty. Despite a lack of gender disaggregated data in Phase 1, desk research revealed that gendered norms can result in lower mobility for women that make them more vulnerable during a dangerous heatwave, and studies have shown that in both relative and absolute terms, women have higher mortality risks during such events. Moreover,</p>

Response	Progress made
	<p>poverty rates are also higher among female-headed households, meaning women are the first affected by rising prices caused by food spoilage that can be attributed to cold chain breakdowns. These findings will inform the gender lens applied to Phase 2 of the Cooling for All initiative, which will also prioritize the development of gender disaggregated data and seek to highlight the impacts of a lack of sustainable cooling to women and girls, both in knowledge products and in communications campaigns.</p>

**Page 43 finding 10:**

**SEforALL's communications work is undertaken by a skeletal team. Extensive and effective, the work may be too much for the team to handle, particularly as it is short-staffed. In order to maintain its level of engagement, a closer matching of its capacities and ambitions may be required.**

Response	Progress made
<p>SEforALL welcomes the recognition of the work that its communications team has been able to deliver. A new Director of Communications was appointed to lead a review of communications operations, building on the findings of the mid-term evaluation, with a view to further building the communications capacity. The aim of this review will be the streamlining of operations, an increased focus on forward planning and building channels to enhance our ability to deliver creative communications strategies. SEforALL will look at more efficient ways to work with contractors and stakeholders, while continuing to combine traditional and social media work, as well as public visibility and discourse influencing opportunities.</p>	<p>The new Director of Communications began working full time on 1 October 2018 but had to leave SEforALL for family reasons. The recruitment for a new Director of Communications is now coming to a close.</p> <p>The Communications team completed an evaluation of communications activities up until the end of 2018 and a process of appointment of support staff was put in place to service this requirement. The team is also working with the Policy and Partnerships teams to identify the full requirements for 2019 so that the correct systems can be set up to deliver the appropriate levels of communications activity. They have established regular meetings with each other to ensure work moves forward at the pace needed (Partnerships and Communications meetings, Policy and Communications meetings).</p> <p>A company to support the improvement of the SEforALL website has been appointed and will undertake a full review of the SEforALL online presence.</p> <p>The recruitment of new content staff is in progress and expected to be completed in the first half of 2019.</p>

# ANNEX 3

## SEforALL'S 2018 RUBRICS

Three rubrics were designed to guide the assessment of the collected data on indicators in 2018. A rubric provides a scale using clear criteria and standards for assessments relating to performance indicators. For each monitoring question a related rubric was developed and applied in the analysis of each intervention. SEforALL refines the rubrics each year to ensure they evolve in line with the organization.

### Monitoring Question 1 on the Relevance of SEforALL interventions (Design)?

Rating	Description
<b>Excellent</b>	<p>Clear example of <b>excellent performance</b> no weaknesses</p> <ul style="list-style-type: none"> <li>• The intervention always has a strategic document</li> <li>• The intervention plan always has a clear target audience identified</li> <li>• The intervention is always set up to clearly speak to its target audience</li> <li>• The intervention activities and outputs are always consistent with SEforALL's overall intermediate outcomes (e.g. to leader (participant/counterpart) awareness, motivation, and/or opportunity to broker partnership; to leader (participant/counterpart) awareness, motivation, and/or opportunity to unlock finance)</li> </ul>
<b>Very Good</b>	<p><b>Very good</b> in virtually all aspects; strong overall but not exemplary; no weaknesses of any real consequence</p> <ul style="list-style-type: none"> <li>• The intervention almost always has a strategic document</li> <li>• The intervention plan almost always has a clear target audience identified</li> <li>• The intervention is almost always set up to clearly speak to its target audience</li> <li>• The intervention activities and outputs are almost always consistent with SEforALL's overall intermediate outcomes (e.g. to leader (participant/counterpart) awareness, motivation, and/or opportunity to broker partnership; to leader (participant/counterpart) awareness, motivation, and/or opportunity to unlock finance)</li> </ul>
<b>Good</b>	<p><b>Reasonably good</b> performance overall; might have a few slight weaknesses but nothing serious</p> <ul style="list-style-type: none"> <li>• The intervention mostly (with some exceptions) has a strategic document</li> <li>• The intervention plan mostly (with some exceptions) has a clear target audience identified</li> <li>• The intervention is mostly (with some exceptions) set up to clearly speak to its target audience</li> <li>• The intervention activities and outputs are mostly (with some exceptions) consistent with SEforALL's overall intermediate outcomes (e.g. to leader (participant/counterpart) awareness, motivation, and/or opportunity to broker partnership; to leader (participant/counterpart) awareness, motivation, and/or opportunity to unlock finance)</li> </ul>

Rating	Description
<b>Adequate/ Less than Adequate</b>	<p><b>Mediocre</b> performance overall; some weaknesses; there is <b>patchy evidence</b> available</p> <ul style="list-style-type: none"> <li>• The intervention sometimes has a strategic document</li> <li>• The intervention plan sometimes has a clear target audience identified</li> <li>• The intervention is sometimes set up to clearly speak to its target audience</li> <li>• The intervention activities and outputs are sometimes consistent with SEforALL's overall intermediate outcomes (e.g. to leader (participant/counterpart) awareness, motivation, and/or opportunity to broker partnership; to leader (participant/counterpart) awareness, motivation, and/or opportunity to unlock finance)</li> </ul>
<b>Poor</b>	<p>Clear evidence of <b>unsatisfactory functioning</b>; serious weaknesses across the board on crucial aspects</p> <ul style="list-style-type: none"> <li>• The intervention does not have a strategic document</li> <li>• The intervention plan does not identify a clear target audience</li> <li>• The intervention is not set up to clearly speak to its target audience</li> <li>• The intervention activities and outputs are mostly (with some exceptions) inconsistent with SEforALL's overall intermediate outcomes (e.g. to leader (participant/counterpart) awareness, motivation, and/or opportunity to broker partnership; to leader (participant/counterpart) awareness, motivation, and/or opportunity to unlock finance)</li> </ul>

### Monitoring Question 2 on the Effectiveness of SEforALL interventions (Delivery)

Rating	Description
<b>Excellent</b>	<p>Clear example of <b>excellent performance</b>; no weaknesses</p> <ul style="list-style-type: none"> <li>• Activities and outputs are always delivered or exceeded/ to be delivered</li> <li>• Challenges and risks are always identified and managed appropriately</li> </ul>
<b>Very Good</b>	<p><b>Very good</b> performance on virtually all aspects; strong overall but not exemplary; no weaknesses of any real consequence</p> <ul style="list-style-type: none"> <li>• Activities and outputs are almost always delivered or exceeded/ to be delivered</li> <li>• Challenges and risks are almost always identified and managed appropriately.</li> </ul>
<b>Good</b>	<p><b>Reasonably good</b> performance overall; might have a few slight weaknesses but nothing serious</p> <ul style="list-style-type: none"> <li>• Activities and outputs are mostly delivered or exceeded/ to be delivered</li> <li>• Challenges and risks are mostly identified and managed appropriately</li> </ul>
<b>Adequate/ Less than Adequate</b>	<p><b>Mediocre</b> performance overall; some weaknesses</p> <ul style="list-style-type: none"> <li>• Activities and outputs are sometimes delivered or exceeded/ to be delivered</li> <li>• Challenges and risks are sometimes identified and managed appropriately</li> </ul>
<b>Poor</b>	<p>Clear evidence of <b>unsatisfactory functioning</b>; serious weaknesses across the board on crucial aspects</p> <ul style="list-style-type: none"> <li>• Activities and outputs are not delivered/ to be delivered</li> <li>• Challenges and risks are not identified and not managed appropriately</li> </ul>



### Monitoring Question 3 on the Efficiency of SEforALL interventions

Rating	Description
<b>Excellent</b>	<p>Clear example of <b>excellent performance</b>; no weaknesses</p> <ul style="list-style-type: none"> <li>• Appropriate resources were always available</li> <li>• Inputs and activities were always implemented in the most efficient way (e.g. cost-efficient, time-efficient)</li> <li>• Outputs were always achieved on time</li> </ul>
<b>Very Good</b>	<p><b>Very good</b> performance on virtually all aspects; strong overall, but not exemplary; no weaknesses of any real consequence</p> <ul style="list-style-type: none"> <li>• Appropriate resources were almost always available</li> <li>• Inputs and activities were almost always implemented in the most efficient way (e.g. cost-efficient, time-efficient)</li> <li>• Outputs were almost always achieved on time</li> </ul>
<b>Good</b>	<p><b>Reasonably good</b> performance overall; might have a few slight weaknesses, but nothing serious</p> <ul style="list-style-type: none"> <li>• Appropriate resources were mostly available</li> <li>• Inputs and activities were mostly implemented in the most efficient way (e.g. cost-efficient, time-efficient)</li> <li>• Outputs were mostly achieved on time</li> </ul>
<b>Adequate/ Less than Adequate</b>	<p><b>Mediocre</b> performance overall; some weaknesses</p> <ul style="list-style-type: none"> <li>• Appropriate resources were sometimes available</li> <li>• Inputs and activities were sometimes implemented in the most efficient way (e.g. cost-efficient, time-efficient)</li> <li>• Outputs were sometimes achieved on time</li> </ul>
<b>Poor</b>	<p>Clear evidence of <b>unsatisfactory functioning</b>; serious weaknesses across the board on crucial aspects</p> <ul style="list-style-type: none"> <li>• Appropriate resources were not available</li> </ul>

Rating	Description
<b>Always</b>	<b>No deviation</b>
<b>Almost always</b>	<b>Few/limited deviation</b>
<b>Mostly</b>	<b>Some deviation</b>
<b>Sometimes</b>	<b>Frequent deviation</b>
<b>No evidence</b>	<b>Total deviation</b>

# ANNEX 4

## PERFORMANCE ASSESSMENT OF INTERVENTION

### Energy Efficiency First

Intervention	Monitoring Question	2017	2018	Progress
<b>Cooling for All</b>	Design (Relevance)	Very good	Excellent	↗
	Effectiveness (Delivery)	Very good	Excellent	↗
	Efficiency	n/a	Very Good	↗
<b>Energy and Transport</b>	Design (Relevance)	—	Adequate	—
	Effectiveness (Delivery)	—	Adequate	—
	Efficiency	—	Good	—

### Leave No One Behind

Intervention	Monitoring Question	2017	2018	Progress
<b>Energizing Finance</b>	Design (Relevance)	Very Good	Excellent	↗
	Effectiveness (Delivery)	Good	Very Good	↗
	Efficiency	Good	Very Good	—
<b>Energy Access Dividend</b>	Design (Relevance)	Very Good	Good	↘
	Effectiveness (Delivery)	Good	Good	→
	Efficiency	Adequate	Good	↗
<b>People Centered Accelerator</b>	Design (Relevance)	Very Good	Very Good	→
	Effectiveness (Delivery)	Very Good	Good	↘
	Efficiency	Very Good	Good	↘

Intervention	Monitoring Question	2017	2018	Progress
<b>Energy and Health</b>	Design (Relevance)	—	Good	—
	Effectiveness (Delivery)	—	Adequate	—
	Efficiency	—	Poor	—
<b>Electricity for All in Africa</b>	Design (Relevance)	—	Good	—
	Effectiveness (Delivery)	—	Very Good	—
	Efficiency	—	Good	—
<b>Build and Strengthen the Electricity Accelerator</b>	Design (Relevance)	—	Adequate	—
	Effectiveness (Delivery)	—	Poor	—
	Efficiency	—	Adequate	—
<b>Clean Fuels for All</b>	Design (Relevance)	—	Good	—
	Effectiveness (Delivery)	—	Good	—
	Efficiency	—	Good	—
<b>Shifting Financial Flows</b>	Design (Relevance)	—	Very Good	—
	Effectiveness (Delivery)	—	Very Good	—
	Efficiency	—	Very Good	—

### Sustainable Energy Diplomacy

Intervention	Monitoring Question	2017	2018	Progress
<b>Sustainable Energy Diplomacy</b>	Design (Relevance)	Very Good	Very Good	→
	Effectiveness (Delivery)	Adequate	Very Good	↗
	Efficiency	Adequate	Good	↗

**Foundational Work**

Intervention	Monitoring Question	2017	2018	Progress
<b>Body of Evidence</b>	Design (Relevance)	n/a	Very Good	—
	Effectiveness (Delivery)	n/a	Good	—
	Efficiency	n/a	Good	—
<b>SEforALL Forum</b>	Design (Relevance)	Very Good	Very Good	→
	Effectiveness (Delivery)	Adequate	Very Good	↗
	Efficiency	Adequate	Good	↗

# ANNEX 5

## SEforALL 2018 WORKPLAN

### OUR MISSION

We empower leaders to broker partnerships and unlock finance to achieve universal access to sustainable energy— as a contribution to a cleaner, just and prosperous world for all.

### OUR WORKSTREAMS

#### ENERGY EFFICIENCY FIRST

- Energizing the Private Sector.
- Cooling for All.
- Energy and Transport.

#### LEAVING NO ONE BEHIND

- Provide the evidence for strong action.
- Test and demonstrate new approaches.

#### SUSTAINABLE ENERGY DIPLOMACY

- High Level Engagement.
- Building a Global Movement.
- Special Representative of the UN Secretary-General for Sustainable Energy for All.

### BODY OF EVIDENCE

- Regulatory Indicators for Sustainable Energy (RISE).
- Global Tracking Framework (GTF).
- Multi-tier Framework (MTF).
- Sustainable Energy for All 'Heat Maps'.
- Sustainable Energy for All Knowledge Strategy.

### SUSTAINABLE ENERGY FOR ALL FORUM

The annual marketplace for government, business and civil society leaders accelerating action on Sustainable Development Goal 7.

### COMMUNICATIONS

Enabling the communications capacity across multiple media platforms that supports partners, amplifies voices and tells stories.

### OPERATIONS

Ensure the operational integrity of SEforALL and supporting growth, including effective governance, efficient administration, sound human resources management, careful financial stewardship and management and resource mobilization.

## ENERGY EFFICIENCY FIRST

The objective of the workstream “Energy Efficiency First” is for leaders to unlock finance and broker partnerships so that energy efficiency and demand-side solutions become core pillars of energy plans and business strategies. Our Energy Efficiency First workstream seeks to drive vital collaboration and innovation by governments, corporates and civil society in a common effort: supporting leaders in the most energy intensive countries and sectors who are championing energy efficiency/energy productivity.

SUB WORKSTREAMS	INTERVENTIONS	ACTIVITIES	OUTCOMES
<p><b>Energizing the Private Sector</b></p> <p>Engage private sector leaders to unlock finance and broker partnerships for energy efficiency and demand-side solutions to be prioritized. To achieve this objective, SEforALL will work through its partners focusing on holistic energy systems design and the promotion of widespread investment in energy efficiency technologies and services.</p>	<p><b>Energy Efficiency Accelerators</b></p>	<ul style="list-style-type: none"> <li>• Develop the concept and pilot an energy efficiency finance accelerator using the network of development banks and others to address some of the financing gaps and challenges for energy efficiency coming from the accelerators.</li> <li>• Develop a quality standard for design and execution of energy efficiency accelerators.</li> <li>• Mobilize resources to support further global dissemination, partner acquisition or expert support targeted at where energy efficiency on the critical path.</li> </ul>	<ul style="list-style-type: none"> <li>• Accelerators’ geographic coverage expanded.</li> <li>• A network of finance partners is engaged in the program.</li> <li>• A set of quality principles are agreed by the accelerator network.</li> <li>• Accelerator stories feature on a monthly basis on the SEforALL website; accelerators feature strongly at the SEforALL Forum.</li> <li>• Accelerators are able to raise additional funds to support new activities.</li> </ul>
	<p><b>Copenhagen Energy Efficiency Hub</b></p>	<ul style="list-style-type: none"> <li>• Develop the concept and pilot an energy efficiency finance accelerator using the network of development banks and others to address some of the financing gaps and challenges for energy efficiency coming from the accelerators.</li> <li>• Develop a quality standard for design and execution of energy efficiency accelerators.</li> <li>• Mobilize resources to support further global dissemination, partner acquisition or expert support targeted at where energy efficiency on the critical path.</li> </ul>	
<p><b>Cooling for All</b></p> <p>Through the Cooling for All Initiative, launched in July 2017 by SEforALL and the Kigali Cooling Efficiency Program, engage leaders in unlocking finance and brokering partnerships to protect the world’s most vulnerable population from intensifying global heat. This initiative will identify challenges – and the enormous opportunities – of boosting global access to affordable, sustainable cooling solutions for all.</p>	<p><b>The Cooling for All Panel Secretariat</b></p>	<ul style="list-style-type: none"> <li>• Prepare Scoping Report on Access to Cooling.</li> <li>• Prepare Final report of the Cooling for All.</li> <li>• Launch and awareness of the report.</li> <li>• Report findings into the COP, SDG and Kigali processes.</li> </ul>	<ul style="list-style-type: none"> <li>• K-CEP community knowledge is enhanced.</li> <li>• Political awareness of the importance of cooling is raised and effective actions/interventions identified.</li> <li>• Donor interest in funding cooling initiatives is raised.</li> <li>• \$ spent on cooling initiatives globally increases.</li> </ul>

SUB WORKSTREAMS	INTERVENTIONS	ACTIVITIES	OUTCOMES
<p><b>Energy and transport</b></p> <p>Energy and transport interventions support and track the long term decarbonizing of mobility. Work with leaders to build partnerships across the energy and transport sector to drive action in relevant geographies.</p>	<p><b>The Cooling for All Campaign</b></p>	<ul style="list-style-type: none"> <li>Developing concept notes for new program activities stemming from feedback from participants and results from the Global Panel.</li> <li>Raising funds for the campaign and interventions.</li> <li>Convening partnerships for delivery across the energy, food and health sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Concept notes for work driven by SEforALL are accepted by SEforALL community and at least one receives funding.</li> <li>Partnerships are formed comprising entities from both public and private sector.</li> </ul>
	<p><b>Efficient Transport</b></p>	<ul style="list-style-type: none"> <li>Extend private sector partnerships in the energy/transport space to sectors/businesses in regions/countries on the critical path to accelerate action.</li> </ul> <p>Develop approach towards buses/LDVs/HDVs with private sector/city partners in relevant geographies.</p>	<ul style="list-style-type: none"> <li>Concept paper discussed with donor community and partners.</li> <li>Partnership formed or existing accelerator enhanced to include new partners.</li> </ul>
	<p><b>Clean industry solution at city level</b></p>	<ul style="list-style-type: none"> <li>Produce heat maps across city networks linked to energy intensity of the transport sector.</li> <li>Prepare and produce COP 24 energy/transport dialogue.</li> </ul>	<ul style="list-style-type: none"> <li>Heat maps published on SEforALL website and promoted in various fora.</li> <li>COP side event on energy/transport dialogue.</li> </ul>
	<p><b>Build Partnerships and audience base</b></p>	<ul style="list-style-type: none"> <li>Engage Sustainable Mobility for All (SMforALL) and other transport networks to diagnosis and prepare strengthened evidence base.</li> <li>Support effective communications of SEforALL/SMforALL objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced evidence base published and available at COP24.</li> </ul>

## LEAVING NO ONE BEHIND

Empower leaders to take the actions needed to unlock finance and broker partnerships towards closing the gap in energy service provision, increase renewable energy consumption and to ensure approaches embrace the energy poor and women.

SUB WORKSTREAMS	ACTIVITIES	OUTCOMES
<p><b>Provide the evidence for strong action</b></p> <p>Develop and present the evidence to inform decisions by leaders in government, business and civil society that can accelerate and scale sustainable energy solutions to meet SDG 7.</p>	<p><b>Energizing Finance research series</b></p> <ul style="list-style-type: none"> <li>Ensure expansion of coverage for 2019 edition.</li> <li>Continue dissemination of 2017 edition.</li> <li>Outreach and follow up for September 2017 report actions.</li> <li>Launch process for a 2019 update.</li> </ul>	<ul style="list-style-type: none"> <li>Greater clarity on levels and type of finance flows Greater uptake of investment friendly policies.</li> <li>Increased flows of finance to energy access.</li> </ul>

SUB WORKSTREAMS		ACTIVITIES	OUTCOMES
	<b>Energy Access Dividend Framework</b>	<ul style="list-style-type: none"> <li>• Conduct outreach and follow up from November 2017 launch.</li> <li>• Launch phase 2 of dividend with Power for All and other partners to expand scope and depth and validate quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved data on impact of energy access on other development issues.</li> <li>• More integrated energy planning and budgeting across governments.</li> </ul>
	<b>Africa Biomass Data</b>	<ul style="list-style-type: none"> <li>• Establish a high-functioning international initiative to coordinate the collection, analysis and dissemination of data on the use of biomass for energy in Sub-Saharan Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• Focused partnership to pull in missing knowledge.</li> <li>• Funds secured and invested in collaborative research.</li> </ul>
<b>Test and demonstrate new approaches</b> Develop a joint narrative and collective pathway forward to meet SDG 7 while leaving no one behind by piloting new, scalable approaches or partnerships for action; and effectively communicating their results.	<b>People-Centered Accelerator</b>	<ul style="list-style-type: none"> <li>• Launch socio-economic trends report, mapping website and Ambassadors at SEforALL Forum.</li> <li>• Continue building out work plan and evidence base for the 3 workstreams of the Accelerator.</li> </ul>	<ul style="list-style-type: none"> <li>• Accelerator's partnership base (sectors and geography) expanded.</li> <li>• Raise sufficient funding to drive and expand the work of the Accelerator across the three workstreams.</li> <li>• Working paper on best practice government and company policies to drive women's empowerment across the energy value chain.</li> <li>• A network of high-level Ambassadors to engage governments and companies and drive change.</li> </ul>
	<b>Energy and Health</b>	<ul style="list-style-type: none"> <li>• Define partnership between WHO and SEforALL.</li> <li>• Building on UNF Health and Energy program, develop accelerator focusing on clean energy for health systems, health engagement in Cooling for All, and health implications of fossil fuel derived energy.</li> <li>• Develop workplan over first half of 2018; likely to cover: expanding data on energyhealth linkages, household air pollution, clean energy for health clinics, and health clinics as an energy anchor.</li> </ul>	
	<b>SIDS STEP</b>	<ul style="list-style-type: none"> <li>• Help to secure a positive GCF decision.</li> <li>• Post GCF decision, SEforALL role will involve: regional convening, data and evidence, gender and inclusion and UN engagement.</li> </ul>	



SUB WORKSTREAMS		ACTIVITIES	OUTCOMES
	<b>Electricity for All in Africa</b>	<ul style="list-style-type: none"> <li>• “Chatham House” dialogue with C-level management of major off-grid companies to assess ways to manage increasing expectations for decentralized renewable energy. Work plan on way forward.</li> </ul>	<ul style="list-style-type: none"> <li>• Clarity on how to manage investment in young industry with contribution to growth.</li> <li>• Shared vision on how to project industry members to finance and development sectors.</li> </ul>
	<b>Clean Fuels for All</b>	<ul style="list-style-type: none"> <li>• Complete focus group discussions on shape of intervention.</li> <li>• Develop and produce concept and workplan for targeted work with partners (by geography) on scaled approaches to bundling markets for clean fuels.</li> </ul>	<ul style="list-style-type: none"> <li>• Work in partnership in identifying a small number of countries to support integrated market development plans for clean fuels.</li> <li>• Strengthen focus of financiers on the needs to grow access to clean fuels.</li> </ul>
	<b>Build and Strengthen the Electricity Accelerator</b>	<ul style="list-style-type: none"> <li>• Co-lead with Enel and UNIDO, develop operational structure and workplan for the Accelerator;</li> <li>• Conduct outreach with potential partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Accelerator launched with involvement of private sector industrials and utilities and other stakeholders, in collaboration with existing energy sector actors operating in the high impact countries for access to electricity.</li> <li>• High impact countries for access to electricity begin to address issues relating to policies conducive for integrated centralized and decentralized energy solutions.</li> </ul>
	<b>IKI Shifting Financial Flows</b>	<ul style="list-style-type: none"> <li>• Finalize workplan with project partners, including key activities for SEforALL undertaken to the highest standard.</li> <li>• Financial administration, monitoring and evaluation, data and evidence, knowledge management, communications and partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Project underway.</li> </ul>
	<b>LDC Renewable Energy and Energy Efficiency Initiative (LDC REEEI)</b>	<ul style="list-style-type: none"> <li>• Support the LDC REEEI with data and analysis.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective intervention by the LDC group in intersessions prior to and at COP24.</li> <li>• Strategy for engagement by LDC group in GCF and other funding mechanisms.</li> </ul>

## SUSTAINABLE ENERGY DIPLOMACY

Through Sustainable Energy Diplomacy, SEforALL supports both the global architecture and a global movement seeking to move forward the action agenda on sustainable energy. Recognizing that policy is an accelerant for critical action on SDG7 and that appropriate finance is crucial, the SEforALL CEO, who is also the Special Representative of the Secretary General for Sustainable Energy for All (SRSG), seeks to support ambition on sustainable energy within the UN system and at other global goal setting and implementation fora.

SUB WORKSTREAMS	ACTIVITIES	OUTCOMES
<p><b>High Level Engagement</b></p> <p>The CEO and other senior SEforALL staff will directly engage leaders to focus on speed and scale of implementation in the Sustainable Development Goals and the Paris Climate Agreement.</p>	<p><b>High Level Engagement on Sustainable Energy</b></p> <ul style="list-style-type: none"> <li>• Energy Transition Commission</li> <li>• G7</li> <li>• G20</li> <li>• World Economic Forum</li> <li>• Clean Energy Ministerial</li> <li>• Vienna Energy Forum</li> <li>• IEA</li> <li>• IRENA</li> <li>• UNGA</li> <li>• Relevant industry fora</li> </ul>	<ul style="list-style-type: none"> <li>• G20 implementation of access action agenda.</li> <li>• G7 focus on agreement to support energy transition including fossil fuel subsidy reform, carbon pricing and access to energy and cooling.</li> <li>• Cooling for All agenda embraced.</li> <li>• Financing for energy access increasingly flowing.</li> </ul>
<p><b>Building a Global Movement</b></p> <p>Sustainable Energy for All acts as the engine room for a global movement supporting sustainable energy for all. SEforALL will continue to support build this movement through its Partnerships Framework and including its Regional Hubs.</p>	<p><b>Engagement in UN System</b></p> <ul style="list-style-type: none"> <li>• Participation in UNGA, HLPF, COP24.</li> <li>• Co-chairing UN-Energy.</li> <li>• Participating in UN Climate Principals.</li> <li>• Ad-hoc advice into the United Nations system on issues relevant to the sustainable energy agenda, including climate finance.</li> <li>• Building relationships with UN Regional Economic Commissions and UN generally, including WHO, UNDP, UNEP, UNHCR.</li> </ul>	<p><b>Build and Maintain Partnerships</b></p> <ul style="list-style-type: none"> <li>• Continuing to expand the number of «Proud Partners» and «Delivery Partners» within SEforALL's Partnership Framework.</li> </ul>
		<ul style="list-style-type: none"> <li>• Companies in Asia, Africa and Latin America increasingly engage in efforts to achieve SDG 7.</li> <li>• Targeted outreach produces specific engagement with companies geographically relevant and material to the challenges in this workplan.</li> </ul>

SUB WORKSTREAMS	ACTIVITIES	OUTCOMES
	<p><b>Developing work of Regional All Hubs</b></p> <ul style="list-style-type: none"> <li>• Help shape, and participate in the delivery of, regional annual hub meetings for Asia, Africa and LAC.</li> <li>• Convene regional hubs quarterly for information exchange and coordination.</li> <li>• Annual regional hub meeting at SEforALL forum.</li> <li>• Support quality review of AAs, IPs.</li> <li>• Support investment dialogues in Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• Hubs are able to support and engage countries and cities/states in their energy plans and delivery.</li> </ul>
<p><b>Special Representative of the UN Secretary General.</b></p>	<p><b>Outreach in international fora with leaders in government, business and civil society</b></p> <ul style="list-style-type: none"> <li>• Represent UNSG and UN DSG as required.</li> <li>• Participate in key fora (as listed under High Level Engagement) advocating key messages on the implementation of SDG 7.</li> <li>• Channels back to SG and DSG with guidance on SDG and Paris Agreement implementation.</li> <li>• Participating in relevant international meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• UN Secretary General is able to lead and provide authoritative leadership and offer effective support to member states in the implementation of SDG 7.</li> </ul>

## BODY OF EVIDENCE

Marshal evidence on policy, finance and impact of activities to benchmark progress, and make easily accessible evidence on policy, finance, and impact in order to be able to make better decisions to spur action and to benchmark progress.

INTERVENTIONS	ACTIVITIES	OUTCOMES
<p><b>Global Tracking Framework</b></p>	<ul style="list-style-type: none"> <li>• Support data partners to complete and launch the 4th edition in May 2018 at the SEforALL Forum.</li> <li>• Work with data partners on effective communication of GTF data.</li> </ul>	<ul style="list-style-type: none"> <li>• Clarity into HLPF on what the GTF data says on progress in implementation of SDG 7.</li> <li>• Support for effective dialogue at HLPF.</li> <li>• Provide platform to interrogate where solutions are not at speed and scale.</li> </ul>
<p><b>Regulatory Indicators for Sustainable Energy (RISE)</b></p>	<ul style="list-style-type: none"> <li>• Support the launch of the 2nd edition in late 2018, prior to COP 24.</li> <li>• Provide effective communications support to data partners.</li> </ul>	<ul style="list-style-type: none"> <li>• RISE is disseminated effectively and available to policy makers.</li> </ul>
<p><b>Multi-Tier Framework (MTF)</b></p>	<ul style="list-style-type: none"> <li>• Support and coordinate launch of country-level data and report at SEforALL Forum.</li> <li>• Start work to gender disaggregate data in MTF.</li> </ul>	<ul style="list-style-type: none"> <li>• More informed discussions at the country-level around the meaning of a multitier framework.</li> <li>• MTF is understood by those investing in access solutions.</li> <li>• MTF is understood and at the country level can inform dialogue on access strategies.</li> </ul>

INTERVENTIONS	ACTIVITIES	OUTCOMES
<b>SEforALL “Heat Maps”</b>	<ul style="list-style-type: none"> <li>• Update in first half of 2018 to reflect the new GTF data.</li> <li>• In mid-2018, create interactive versions of heatmaps for the website that bring together evidence and data from GTF, MTF and RISE.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater dissemination and accessibility of the GTF, RISE, MTF and other data sources.</li> <li>• Strategic planning for SDG 7 is influenced by the heat maps.</li> </ul>
<b>Knowledge Strategy</b>	<ul style="list-style-type: none"> <li>• Knowledge strategy implementation plans is developed and used across SEforALL activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge strategy is in place and under implementation.</li> <li>• SEforALL able to capture and curate in systematic basis knowledge from interventions and partners.</li> </ul>

## SUSTAINABLE ENERGY FOR ALL FORUM

The landmark gathering celebrating innovation and action in the global sustainable energy movement.

INTERVENTIONS	ACTIVITIES	OUTCOMES
<b>Sustainable Energy of All Forum</b>	<ul style="list-style-type: none"> <li>• Plenary High-Level sessions with overarching theme of “Leaving No One Behind”.</li> </ul>	<ul style="list-style-type: none"> <li>• 700-1000 participants better informed and clear of what needs to be done to achieve SDG 7.</li> <li>• Understanding of progress through the GTF.</li> <li>• Understanding of limits of data.</li> </ul>
	<ul style="list-style-type: none"> <li>• Market Place for building partnerships and connections in the Sustainable Energy for All movement, including building public—private partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring and evaluation will reveal contacts made, finance and business partnerships seeded.</li> <li>• New relationships supported.</li> </ul>
	<ul style="list-style-type: none"> <li>• Partner Working Sessions (PWS) to give SEforALL’s partners a platform to advance actions or partnerships, in relation to high impact countries for SDG 7. A particular focus of the PWS will be forming commitments that will contribute to the effective implementation of SDG 7.</li> </ul>	<ul style="list-style-type: none"> <li>• Specific next steps identified in key partnerships, particularly for high impact countries for delivering SDG 7.</li> <li>• New partnerships formed around specific issues needing concentrated collaborative action.</li> </ul>
	<ul style="list-style-type: none"> <li>• Networking Opportunities for members of the Sustainable Energy for All movement to share experience and success and build new connections.</li> </ul>	<ul style="list-style-type: none"> <li>• Participants experience rich environment for the establishment of new connections.</li> </ul>
	<ul style="list-style-type: none"> <li>• Communication of evidence, progress and stories of success targeted at decision makers inside the UN system.</li> </ul>	<ul style="list-style-type: none"> <li>• Stories of success captured and recorded or scheduled to be recorded.</li> <li>• Interpretation of data and evidence communicated through all media channels to decision makers.</li> </ul>

## COMMUNICATIONS

Critical, dependable and timely information is shared with leaders. SEforALL endeavors to be the platform where leaders come to gain insight, share best practices, create powerful partnerships and accelerate action.

INTERVENTIONS	ACTIVITIES	OUTCOMES
<b>Telling Stories</b>	<ul style="list-style-type: none"> <li>Expand curation of stories of success disseminate through media partners and social media around Leaving No One Behind and Cooling for All.</li> <li>Develop data visualizations for SEforALL Forum, GTF, RISE and Cooling for All.</li> </ul>	
<b>Amplifying Voices</b>	<ul style="list-style-type: none"> <li>Support to Delivery Partners, in particular those leading Accelerators.</li> <li>Provide communication support to the People-Centered Accelerator.</li> </ul>	<ul style="list-style-type: none"> <li>Delivery partners satisfied with visibility and effective participation of partners in HLPF and other critical events in 2018.</li> </ul>
<b>Build Communications Capacity</b>	<ul style="list-style-type: none"> <li>Rollout of SEforALL Web 2.0 – a new and enhanced website – completed by mid 2018, allowing for interactive graphics, partner projects and all governance and administrative documents, to facilitate transparency for the Administrative Board and Funding Partners.</li> <li>Ensuring that SEforALL web content is mobile ready.</li> <li>Social Media Platforms to extend reach across different constituencies in the sustainable energy movement.</li> <li>Facebook and Twitter platform and geographic reach enhanced, Instagram platform launched and LinkedIn platform developed.</li> <li>Ensure effective visibility of all Funding Partners.</li> </ul>	<ul style="list-style-type: none"> <li>Web 2.0 users find website easier to use and navigate.</li> <li>Social media platform has extended reach and higher quality input.</li> <li>Funding Partners experience greater visibility for their support to SEforALL.</li> </ul>
<b>Campaigns</b>	<ul style="list-style-type: none"> <li>Provide communications (design, writing, strategy and delivery) to the Shine Campaign, which intends to mobilize faith and philanthropy to provide new pools of capital and resources to help support solutions for energy access.</li> </ul>	<ul style="list-style-type: none"> <li>Successful launch of SHINE at SEforALL Forum.</li> <li>Engagement of faith and philanthropy in specific activities with partners.</li> </ul>

## OPERATION

Operations ensure SEforALL has the structures and systems needed to deliver on its workplan and to support its key stakeholders.

INTERVENTIONS	ACTIVITIES	OUTCOMES
<b>Governance</b>	<ul style="list-style-type: none"> <li>Expansion of the Administrative Board to bring in a great mix of skills and experiences from leaders in the sustainability movement.</li> <li>Support Administrative Board governance and oversight.</li> <li>Recertification of SEforALL as a QIO under Austrian law.</li> <li>Funders' Council established and effectively supported.</li> <li>Groups of Friends of SEforALL are supported and meet regularly.</li> <li>Status of Advisory Council contemplated in Relationship Agreement with the United Nations is clarified.</li> </ul>	<ul style="list-style-type: none"> <li>By Spring 2018, a 13-seat board will be in place.</li> <li>Board members will feel actively supported and that high-quality documents are received on a timely basis.</li> </ul>

INTERVENTIONS	ACTIVITIES	OUTCOMES
<b>Administration</b>	<ul style="list-style-type: none"> <li>• Development, finalization and implementation of various internal policies and guidelines.</li> <li>• Audit of financial statements for 2017.</li> <li>• Annual report for SEforALL for 2017.</li> </ul>	
<b>Resource Mobilization</b>	<ul style="list-style-type: none"> <li>• Continue to support Funding Partners' engagement through building increased transparency and consultation.</li> <li>• Implementation of sponsorship to diversify funding sources for the SEforALL Forum.</li> <li>• New sources of funding outside of traditional sovereign funding partners.</li> <li>• \$12m pa. target achieved on way to \$20m pa. target.</li> </ul>	<ul style="list-style-type: none"> <li>• New philanthropic partners supporting SEforALL.</li> <li>• Existing Funding Partners satisfied with impact and visibility of their contribution.</li> <li>• Strong sponsorship of SEforALL Forum achieved.</li> </ul>
<b>Monitoring, Evaluation and Learning (MEL)</b>	<ul style="list-style-type: none"> <li>• Implementation of the MEL Framework by integrating monitoring, evaluation and learning activities in SEforALL's processes complete.</li> <li>• Monitoring of all 2018 interventions.</li> <li>• Mid-term Formative Evaluation of SEforALL completed.</li> </ul>	<ul style="list-style-type: none"> <li>• MEL Framework provides feedback to management and incorporated into planning.</li> <li>• Funding Partners satisfied with operation of MEL Framework.</li> </ul>





[www.SEforALL.org](http://www.SEforALL.org)

