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# EXECUTIVE SUMMARY

**T**his report is the third Annual Monitoring Review of Sustainable Energy for All (SEforALL) using its Monitoring, Evaluation and Learning Framework to provide an additional summary of the results of its work in 2019 and the lessons learnt and fed back to the management cycle to grow the organization's impact.

In 2019, our **activities and outputs** focused on our main strengths: developing knowledge products (reports), convening events, advocacy and communications. We published and delivered evidence- and knowledge-driven strategic insights and tools to focus leaders in the sustainable energy for all movement on actions that will drive progress towards SDG7. The reports present data, stimulate new questions and offer solutions that illuminate the critical path towards SDG7. This work was strengthened by ongoing communications and dissemination aimed at providing leaders with new knowledge and skills and motivating them to take action in line with SEforALL's theory of change.

The publication and sharing of success stories through different media channels further supported our aim to actively motivate leaders by showcasing how others are successfully improving access to energy through decentralized renewable energy approaches or by implementing energy efficiency measures. SEforALL also participated in and spoke at key engagements with the clear purpose of influencing leaders'

behavior by providing new insights and sharing motivational stories of success.

The events and convenings we organized and co-organized offered additional platforms through which we aimed to steer the discussion on achieving SDG7. Our partners and accelerators play a critical role here. They support us in getting the right people into the room and provide key platforms for demonstrating initiative and ambition. The new solutions and initiatives arising from our events and convenings and supported by good attendance at these events demonstrate our ability to bring together eminent partners and motivate them to work together on crucial issues in achieving sustainable energy for all.

In addition, we were sought out to provide advice and input on strategies to achieve SDG7, which indicates the credibility that we have in this arena.

In 2019, several behavioral changes (**outcomes**) were observed in our stakeholders, and which we contributed to through our targeted activities and interventions. The following are among these behavioral changes:

- Access to Cooling is now on the agenda of countries, international fora and development partners.
- Three national cooling plans have been published with an additional twelve under development.

- A new policy advancing integrated electrification planning was adopted by the African Union.
- Interest and focus on integrated electrification planning are growing in the private sector and amongst philanthropies.
- Development partners are exploring options to adopt more innovative and sustainable business models for the electrification of health facilities.
- The revision of the OECD-Development Assistance Committee (DAC) energy codes will improve the tracking and data quality of development finance for SDG7.
- Coordination and collaboration are improving through the launch of new global initiatives in the following areas: Access to Cooling; Energy and Health; Finance Flows to

Developing Countries; Investments into Low Carbon Development in Southeast Asia; and Energy Efficiency.

Monitoring and analysis of SEforALL's 2019 activities, outputs, and where possible outcomes, showed that it continues its development as an organization and is making good progress in delivering results. Staff members are learning from their experiences and the 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 identify and address areas for improvement in each workstream.

# 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, more just and prosperous world for all. We design our activities to reach our mission by systematically drawing on strategic insight, building on compelling communications and delivering results, with action-oriented partnerships at the heart of our interventions.

Guided by its [Monitoring, Evaluation and Learning framework](#), SEforALL assesses its interventions on an annual basis through an Annual Monitoring Review. This 2019 Annual Monitoring Review is the third such review produced by SEforALL and provides a concise view on progress made towards the intermediate outcomes articulated in SEforALL's Program Theory (of Change). The Annual Monitoring Review summarizes the detailed monitoring reviews that have been conducted for each intervention. The 2019 Annual Monitoring Review should be read in conjunction with SEforALL's 2019 workplan provided in Annex 4.

In 2019, SEforALL organized its work in three workstreams: Energy Efficiency First, Leave No One Behind, and Sustainable Energy Diplomacy. Each workstream comprises a set of interventions:

- Energy Efficiency First:
  - Cooling for All
  - Energy and Transport
- Leave No One Behind:
  - Electricity for All in Africa
  - Big Markets for Clean Fuels
  - Gender and the People-Centered Accelerator
  - Energy and Health
  - Energy for Displaced People
  - Shifting Financial Flows to Invest in Low-Carbon Development
- Sustainable Energy Diplomacy:
  - Support to SRSG and the UN

The three workstreams are supported by a foundation of ongoing work, including work on data and evidence (the *Energizing Finance* report series) and convening the movement (the SEforALL Forum).

# ACTIVITIES AND OUTPUTS

**S**EforALL's Program Theory (of Change) focuses on two key outcomes: Leaders Unlock Finance for Sustainable Energy for All, and Leaders Broker Partnerships for Sustainable Energy for All. These two outcomes are enabled by the following intermediate outcomes:

**Figure 1**

SEforALL's intermediate outcomes



SEforALL's Program Theory (of Change) is based on the assumption that an individual's motivation, opportunity, and ability to act drives shifts in behavior.<sup>1</sup> SEforALL's workplans are guided by this theory and intervention teams undertake activities aimed at one, two, or all intermediate outcomes

to close energy access gaps and support the transitioning of energy systems. This section illustrates the progress made by summarizing our activities and outputs across our 2019 workplan aimed toward these three intermediate outcomes.

More details on SEforALL's activities and outputs can be found in its our Annual Report published on our website.

<sup>1</sup> From The Behavior Change Wheel (Michie, Atkins, & West. (2014). The behavior change wheel: A guide to designing interventions. Silverback Publishing.)



**Figure 2**

Summary of activities and outputs delivered by SEforALL in 2019



# OUTCOMES: BEHAVIORAL CHANGE OBSERVED

**C**hanging one or more of the following: capability, opportunity and motivation, often results in a change of behavior or action of an individual, group or population. The changes in behavior or actions outlined in this section have been observed in SEforALL's strategic focus areas. The section is structured by the thematic areas of observable change.

## COOLING

The *Chilling Prospects: Tracking Sustainable Cooling for All 2019* report found that 1.05 billion people remain at highest risk of suffering due to a lack of access to cooling. The report also highlights 52 high-risk countries, where a cumulative 3.2 billion people faced some level of cooling access challenge in 2019. New solutions that reduce the risk associated with a lack of cooling could provide major assistance for those at highest risk from heat stress.

SEforALL's intervention and work on cooling aims to identify and overcome the challenges to, and seize the opportunities of, providing access to affordable and sustainable cooling solutions for all. To do this, SEforALL engages leaders, benchmarks progress and supports access to cooling initiatives to protect the world's most vulnerable populations from intensifying global heat.

Together with a series of other cooling related activities in 2019 (see Figure 3), the *Chilling Prospects* series of reports is enabling SEforALL

to improve leaders' understanding of the populations at risk, where these people are located, and how to take action. The success of our work is becoming evident through the following observed changes in behavior:

### **Access to Cooling is now on the agenda of countries, international fora and development partners**

- The World Economic Forum included cooling in its 2019 agenda. A specific focus on cooling was secured through a closed-door session focused on energy, health and cooling.
- The World Bank is developing its cooling roadmap. SEforALL has provided input to the World Bank's cooling roadmap and is advising on its external consultations as well as its programmatic focus.
- The G20 has recognized access to cooling as a growing concern through the inclusion of cooling in the G20 Energy Transitions Working Group (ETWG) meeting conclusions. SEforALL was invited to participate in the ETWG meetings and advised Japan, the G20 host, on how to advance energy access and highlighted the need to include access to cooling as a growing concern that will draw on energy resources of the future. This was a platform for SEforALL to advocate for the immediate need to provide access to sustainable cooling solutions for all.



- Three industry associations endorsed SEforALL's *Chilling Prospects* series of reports and participated in the launch event at the 31<sup>st</sup> Meeting of the Parties to the Montreal Protocol. In 2018 and 2019, SEforALL had several engagements with these industry associations, invited one of their members to join the Cooling for All Global Panel and consulted them during the review process of the *Chilling Prospects* series of reports.
- The Asia Development Bank (ADB) asked us to design a full-day deep-dive workshop on Access to Cooling during the Asia Clean Energy Summit in 2019. The aim of the workshop was to inform stakeholders about how to

integrate access to cooling into national planning and to provide viable technology options they can invest in. In addition, the ADB is also seeking our support in assessing cooling gaps in Asia in more detail and is using the data provided in the *Chilling Prospects* reports as a baseline. This enhanced working relationship and the inclusion of cooling as a topic on the agenda of the ADB follows our engagements with the ADB through our project on Shifting Financial Flows to Low Carbon Development, and a briefing of the ADB on the findings of the *Chilling Prospects: Tracking Sustainable Cooling for All 2019* report, which identifies 614.8 million people in Asia at high risk of suffering due to a lack of access to cooling.

- Ashden dedicated one of its 2019 Awards to a cooling initiative and invited SEforALL to act as a judge for this award.

### Improved coordination and collaboration on access for cooling

In 2019, the Cool Coalition was launched. This is a global multi-stakeholder network that includes over 80 governments, companies, cities and NGOs that have committed to accelerate the shift to sustainable energy sources for cooling, improve the efficiency of conventional cooling, protect vulnerable populations, and leverage cooperation to achieve a greater collective impact. SEforALL is a partner of the coalition and advised on its conception. At the UN Secretary-General's Climate Action Summit, the following announcements were made in response to the cooling challenge:

- 26 countries will adopt comprehensive national cooling plans, of which SEforALL mobilized Bangladesh, Kenya and Rwanda. Both Bangladesh and Kenya are high-impact countries identified in SEforALL's Heat Maps.
- Electrolux, Danfoss, and Mabe will publicly release corporate plans by the end of 2019 for switching to lower global warming potential refrigerants in all their cooling product lines.
- New model regulation guidelines for refrigerating appliances and room air conditioners are being released by the private sector to jump-start the adoption of robust energy efficiency and refrigerant gas requirements. If ambitious levels are pursued throughout Africa alone, annual estimated impacts starting in 2030 would represent a savings of 40 terawatt hours of electricity (equivalent to 20 large power plants), mitigation of 28 million

tons of CO<sub>2</sub> and USD 3.5 billion in electricity bill savings for consumers.

- The World Bank Group and the Green Climate Fund are integrating clean and efficient cooling across their lending/investment portfolios.
- The Children's Investment Fund Foundation (CIFF) has pledged an additional USD 20 million in funding for cooling, bringing funding committed by donors through the Kigali Cooling Efficiency Platform (K-CEP) to over USD 60 million.

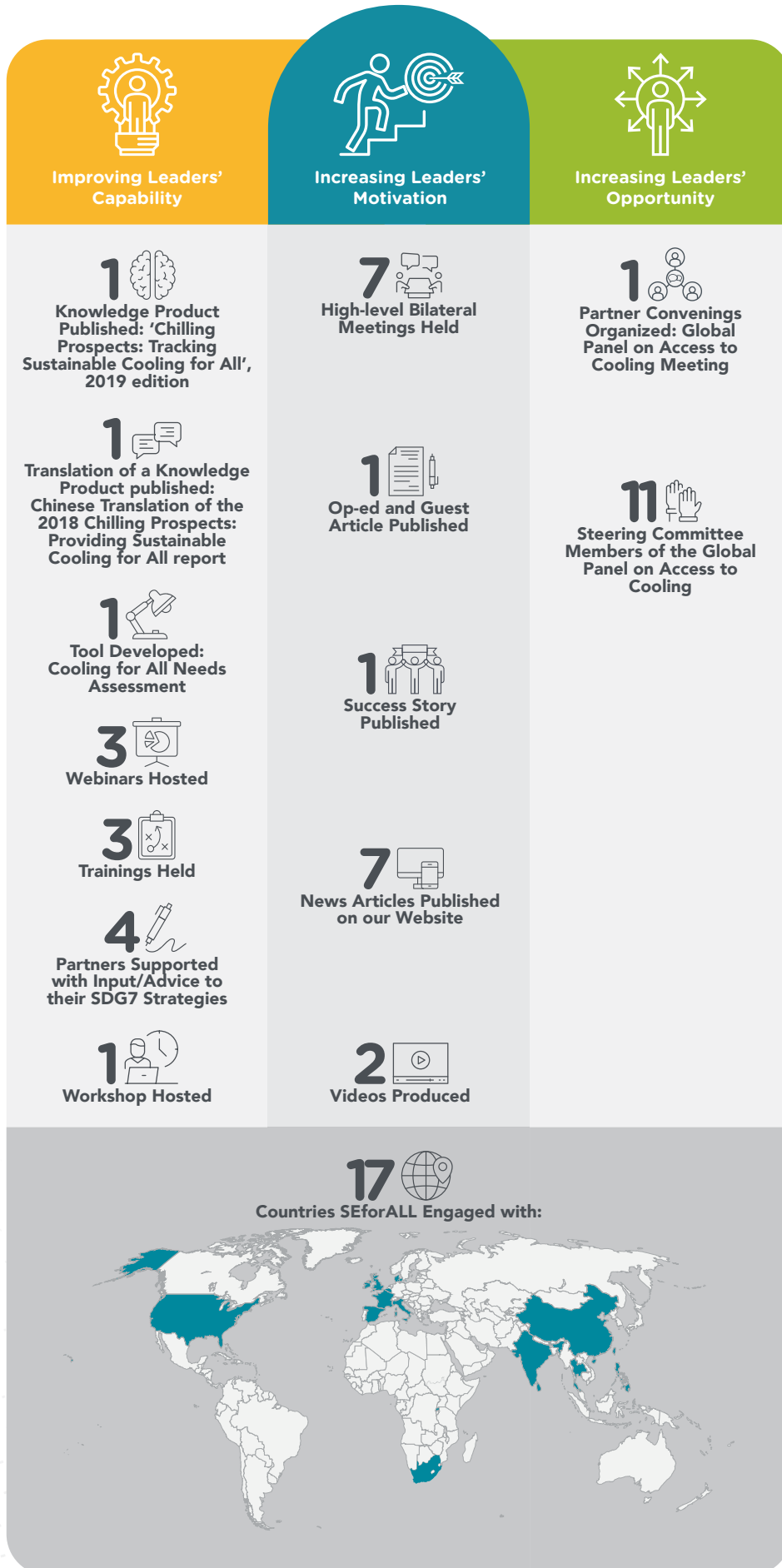
### National Cooling Plans are being developed

The 2019 release of a national cooling plan by the Chinese government brought the number of national cooling plans in place worldwide to three, with twelve under development. This took place after SEforALL's launch of the Chinese translation of the *Chilling Prospects: Providing Sustainable Cooling for All 2018* report. The translation of the report extended access to our strategic insights to global leaders in sustainable cooling in China and contributed to the momentum on cooling. As a major manufacturer and exporter of cooling devices, including refrigerators and air conditioners, China has a crucial role to play in ensuring that affordable and sustainable cooling solutions are brought to both local and global markets where vulnerable populations can realize the life-changing benefits of access to cooling. The Chinese translation and our follow-up engagements are a pivotal step in marshalling evidence that can support policy development and business commitments to sustainable cooling solutions in one of the world's most influential economies.

SEforALL further contributed to the above-listed changes in behavior through the **following activities and outputs** in 2019:

Figure 3

Cooling related activities and outputs delivered in 2019



## INTEGRATED ENERGY PLANNING

*Tracking SDG7: The Energy Progress* report released in 2019 shows that, despite progress made, an estimated 650 million people, or two out of three people in Sub-Saharan Africa, will still be without electricity access in 2030. This prolonged energy access gap will profoundly compromise the achievement of other SDGs on poverty and inequality, education, public health and climate change, among others.

To address this gap, SEforALL's interventions and work in 2019 on integrated energy planning focused on engaging key industry stakeholders, financiers and governments to unlock finance and support pathways to integrated electrification approaches in the 16 Sub-Saharan African High-Impact Countries where the access deficits are greatest. Integrated electrification approaches reflect the need for including a mix of centralized (grid) and decentralized (mini-grid, off-grid and solar home systems) solutions, as well as energy efficiency measures appropriate for different country contexts. SEforALL works with partners to drive for better policy, better planning, better project pipelines and better investment opportunities.

In 2019, SEforALL published a new tool on integrated energy planning, the *Integrated Electrification Pathways for Universal Access to Electricity Primer*, to facilitate government and private sector efforts to develop national electrification plans taking a full-systems approach. With the tool, it also provided a definition of an integrated approach to electrification that uses grid, mini-grid, and off-grid technologies to provide electricity and the associated energy services necessary to meet human needs and contribute to sustainable development. The publication of the tool and SEforALL's work to socialize it with a diverse set of stakehold-

ers (see Figure 4) is improving leaders' understanding of how to take a full-systems approach when developing national electrification plans, providing them with opportunities to take action, as well as improving their motivation. This is becoming evident by the following observed changes in behavior:

### **New policy advancing integrated electrification planning in Africa in place**

In April 2019, 39 African Member States adopted a recommendation presented by SEforALL on including integrated approaches to national electrification in the official Cairo Declaration and African Union Commission (AUC) Energy Action Plan (2019–2021). SEforALL's recommendation encourages an *integrated approach to energy sector policy and planning that embraces centralized grid-based means as well as decentralized electrification methods for long-term investment plans*. The inclusion of our recommendation into the Cairo Declaration gives an important policy guidance for the next two years and has opened the door for different decentralized technologies needed to advance energy access solutions in Africa.

In addition, the AUC Department of Infrastructure and Energy has listed SEforALL as the lead institution on delivering its Energy Action Plan (2019–2021). The support we can provide to the AUC and its Energy Action Plan increases its capacity to deliver action and suggests that SEforALL has been formally accepted as a partner institution of the AUC. This is rare for non-African institutions. Being a partner institution of the AUC also means that SEforALL is now seen as contributing towards Agenda 2063. Within the African Union, the goals of Agenda 2063 are considered of even higher importance than the Sustainable Development Goals (SDGs). This gives SEforALL



the opportunity to more directly contribute to 600 million people across Africa receiving access to sustainable energy.

SEforALL contributed to the inclusion of integrated and decentralized electrification approaches in the Cairo Declaration of the AUC and its Energy Action Plan (2019–2021) through our participation in the Special Technical Committee meeting of the AUC’s annual meeting in April 2019. During two days of expert meetings on energy, we presented our work, especially that on integrated electrification pathways. The invitation to the Special Technical Committee meeting followed several relationship-building efforts with the AUC Department of Infrastructure and Energy at the beginning of 2019. Since the AUC’s annual meeting, SEforALL has continued a close relationship with its Department of Infrastructure and Energy by inviting its Head of Energy to the 2019 SEforALL Charrettes and to several other engagements.

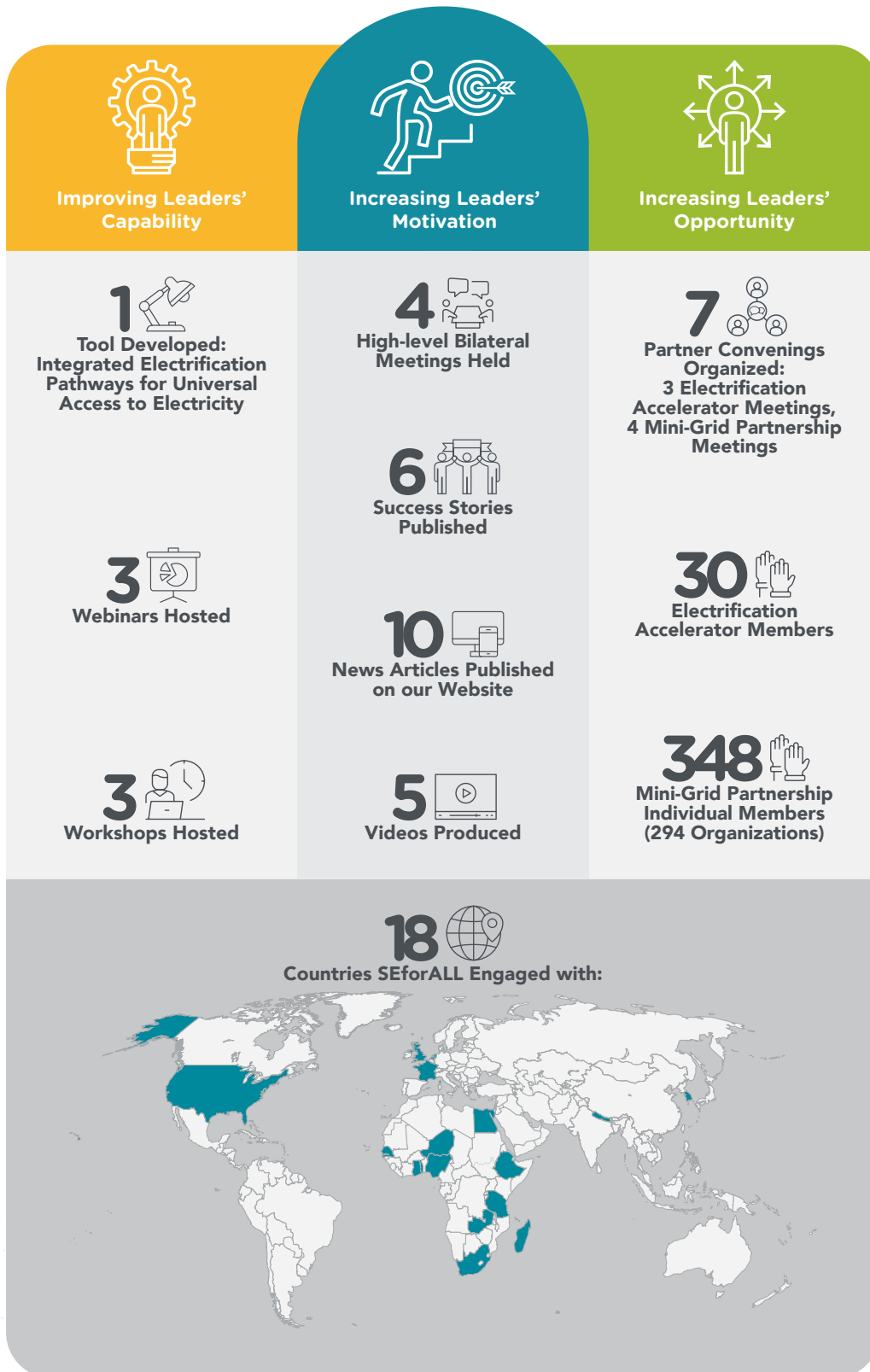
### Increased interest and focus on integrated electrification planning

- Electrification Accelerator members are using the Integrated Electrification Pathways nomenclature and the country spotlight videos SEforALL launched as reference examples in their discussions.
- We have received multiple requests for connections to the people featured in the country spotlight videos and for more information about the three countries profiled.
- There has been increased interest from philanthropic organizations in supporting and funding the extension of our Integrated Electrification Pathways work.

SEforALL further contributed to the above-listed changes in behavior through the **following activities and outputs** in 2019:

Figure 4

Integrated energy planning related activities and outputs delivered in 2019





## HEALTH

Energy is critical to delivering quality health care services. However, tens of thousands of health centers across low- and middle-income countries lack electricity. In parts of Sub-Saharan Africa, for example, it is estimated that only 28 percent of health facilities have access to reliable electricity. Closing the energy access gap by 2030 and making progress towards SDG3 to ensure healthy lives and promote well-being for all at all ages will not be possible without addressing the energy and health nexus and achieving universal electrification of health facilities.

SEforALL's intervention and work on the energy and health nexus aims to provide the impetus and means for governments and their partners to increase access to reliable electricity in health facilities with the use of innovative and sustainable energy technology. This aim is concentrated on the leadership requirement that typically falls in between the energy and health sectors, including a need for better coordination, capacities and policies.

In 2019, SEforALL advanced progress at the intersection of SDG3 and SDG7 by co-organizing the Clean Energy for Health Care Conference in Nairobi, Kenya and launching the *Lasting Impact* report that focused on sustainability and scale for electrifying off-grid public institutions. While the conference and other activities aimed at promoting the role of clean energy in creating stronger and more resilient health systems in Africa, the report provides guidance to leaders at the global level on appropriate energy delivery models for public health facilities. The success of this work is becoming evident by the changes in behavior and action below:

### Growing movement and ambition among key stakeholders at the nexus of energy and health

- WHO committed to *working towards universal electrification of health facilities with sustainable energy by 2030*. This commitment is reinforced by the organization's actions, which included, for the first time, energy access for health facilities as an element of its 13th General Program of Work 2019–2023. SEforALL has had an ongoing relationship with WHO since the creation of SEforALL's High Impact Opportunities (HIO)<sup>2</sup>. One of these high impact opportunities focused on advancing energy and women's health and consisted of a partnership between the UN Foundation, WHO, UN Women and SEforALL. Through our close collaboration and sustained partnership with WHO since this time we have been able to advise and influence WHO to increase its focus and ambition on the nexus of energy and health. This is further evident through the WHO decision to take on the funding and management of the first ever global assessment of energy in health facilities. This assessment is a joint work product of WHO, the World Bank and SEforALL and aims to strengthen the evidence base of energy access in health facilities. WHO's Department for Universal Healthcare Coverage is supporting the organization's lead role in this work, increasing both its audience and influence.
- UNDP now has a dedicated Solar for Health initiative, which did not exist prior to our involvement in this topic. UNDP was involved with the HIO on energy and women's health through the country action agendas, which determine how the SDG7 targets can be achieved in-country. Since the inclusion of the HIO in other SEforALL initiatives, UNDP has created

<sup>2</sup> High Impact Opportunities are action areas that are likely to show significant potential to advance the three objectives of SEforALL. These were set up in 2012 and phased out or incorporated more closely into SEforALL's workplan in 2016/17.



its own Solar for Health initiative focused on installing solar systems for health care facilities in countries. UNDP consulted SEforALL on the design of its initiative and SEforALL shared the findings and learnings from an impact study on Ghana and Uganda, which examined how access to electricity impacts health service delivery in different categories.

- The World Bank, USAID/Power Africa and UNICEF are actively developing their own strategies and programs of work in the nexus area of energy and health in consultation with SEforALL. We have worked with all three organizations in recent years and have had especially close engagements with the World Bank. In 2019, this involved engaging the three partners in the Clean Energy for Health Care Conference in Kenya as well as

in the production of our *Lasting Impact* report. Through our engagements, the World Bank has taken on the issue of sustainability for electrifying off-grid public health and education facilities, as raised in the *Lasting Impact* report, and we have been advising the World Bank on its own strategy and program addressing the energy and health nexus.

- Ashden gave one of its awards to Sustainable Energy and Health Care in 2019 and SEforALL acted as a judge for this award.
- The Access Challenge, a US-based health advocacy group focused on universal health-care coverage, has decided to include energy-health issues in its ongoing political advocacy efforts. This comes after our collaboration with the Access Challenge on organizing several energy-health related panel discussions during the Achieving UHC: A Sustainable Future for Africa Conference and Dinner at the 2019 UN General Assembly. This was a first attempt by the Access Challenge to include sustainable energy into its program and after receiving positive feedback from the conference, it will include energy-health issues in its ongoing political advocacy efforts.

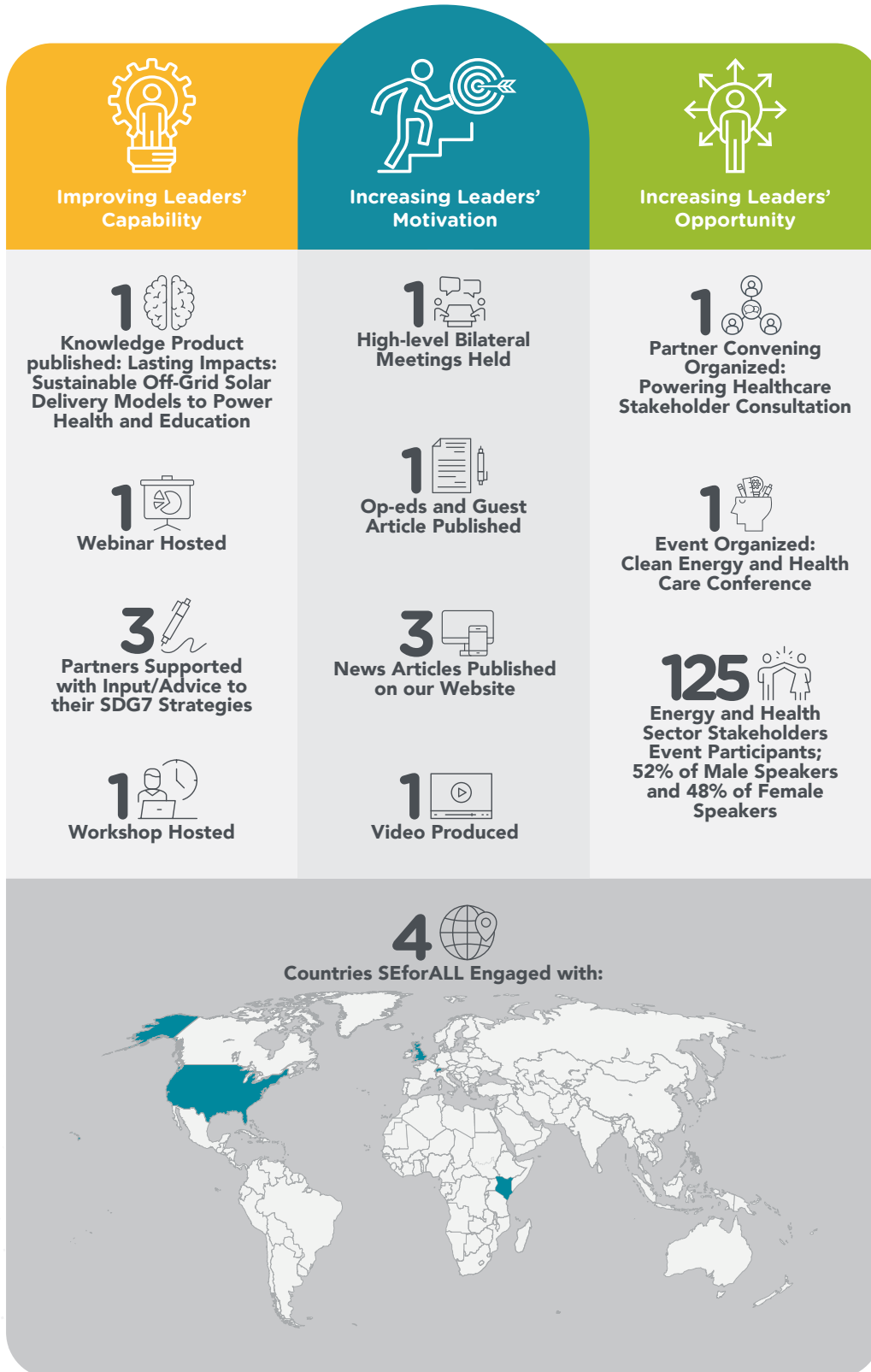
### **Increased willingness among development partners to adopt more innovative and sustainable business models for the electrification of health facilities**

The World Bank, UNICEF, and GAVI are exploring the use of private sector-led, solar leasing models within their health facility electrification projects/programs, a model that SEforALL advocated for in its *Lasting Impact* report.

SEforALL further contributed to the above-listed changes in behavior through the following activities and outputs in 2019:

**Figure 5**

Health related activities and outputs delivered in 2019



## FINANCE

SEforALL's 2019 edition of the *Energizing Finance* report series highlights the fact that finance is still off track to meet universal access requirements by 2030, especially as the clean cooking challenge escalates. The 2019 findings on electricity show a slight positive trend with USD 36 billion committed, up from USD 30 billion tracked in the 2018 report. However, a USD 12.6 billion increase in total tracked finance commitments for electrification benefits represents just one quarter of the estimated annual investment of USD 51 billion required to meet universal access. The story for clean cooking remains much bleaker. An annual investment of USD 4.4 billion is required to close access gaps, yet only USD 32 million in finance commitments for clean cooking solutions were tracked – representing less than 1 percent of the estimated finance required for universal clean cooking access by 2030. This lack of progress is now an environmental and public health issue and an escalating challenge for the world to meet if it is to deliver on the promise of universal access.

To address this finance gap, SEforALL conducted activities across several interventions in 2019. Key activities included the launch of two updated reports from the *Energizing Finance* series, organizing and hosting two charrettes (Bridging the Gap and the Last Mile) as part of the 2019 SEforALL Charrettes, and contributing to conceptualizing and developing the Climate Investment Platform announced on the sidelines of the UN Secretary-General's Climate Action Summit. These activities were designed to improve leaders' understanding of the amount and type of finance currently committed to SDG7, as well as the finance needed, and provided them with the opportunity to take action by identifying solutions to increase finance.

In addition, SEforALL worked with three project partners and more in-country partners on the Shifting Financial Flows to Invest in Low Carbon Development in Southeast Asia (SHIFT SEA) project with a focus on Indonesia, the Philippines and Vietnam. The project engaged with a variety of stakeholders through research, advocacy, high-level meetings, coalition forming and capacity building to support change in policy-making and investment frameworks in favor of the clean energy transition.

The success of all this work is becoming evident by the observed changes in behavior and action below:

### **Improved tracking and data quality of development finance for SDG7**

- The OECD has approved revisions to the OECD-DAC energy codes to allow better tracking of development finance for SDG7 for clean cooking and decentralized energy sources. This was achieved through several SEforALL engagements with the OECD and is an excellent result for both the purposes of continued finance-tracking work under the auspices of *Energizing Finance* and also in enhancing the quality of data for the sector more generally.

### **New initiatives to increase flow of capital in developing countries to meet climate ambitions and achieve SDG7 targets**

- Launched ahead of the UN Secretary-General's Climate Action Summit, the Climate Investment Platform is an inclusive partnership between IRENA, UNDP, the Green Climate Fund and SEforALL welcoming all stakeholders, from governments and international organizations to the private sector, to scale up climate action and translate ambitious national climate targets into concrete invest-



ments on the ground by increasing the flow of capital in developing countries to meet climate ambitions. The service offered by the Climate Investment Platform covers four key building blocks along the climate finance value chain: supporting governments to specify ambitious energy targets and scale up their nationally determined contributions (NDCs); establishing well-designed, implemented and enforced clean energy policies and regulations; financial de-risking of energy projects; and a marketplace to connect clean energy investors and project sponsors.

- SEforALL is a co-lead of the Climate Investment Platform, contributed to conceptualizing and developing the platform, and will lead track 1 that supports governments to set ambitious energy targets and scale up their NDCs.
- Together with Denmark, we played a critical role in shaping and launching the Climate Investment Platform. The then CEO and Special Representative of the Secretary-General (SRSG) for Sustainable Energy for All Rachel Kyte held several high-level meetings with public and private finance institutions, as well

as with development finance institutions to seek their support and input on decluttering the climate finance landscape and providing integrated and streamlined support to developing countries, emerging economies and the private sector. Some of these organizations such as the European Bank for Reconstruction and Development (EBRD), the Green Climate Fund, OECD and UNDP are now formal partners of or close collaborators with the Climate Investment Platform network. We further contributed to getting countries such as Canada, Ethiopia, Germany and Senegal to formally express their support or conditional support for the platform.

- Our work performed under the Shifting Financial Flows to Invest in Low Carbon Development in Southeast Asia (SHIFT SEA) project is being continued through a new initiative, The South East Asia Energy Transition Partnership. This new partnership, announced in 2019, is supported by the Government of Canada's Department of Environment and Climate Change, the French Development Agency (AFD), Germany's Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), the United Kingdom's Department for Business, Energy and Industrial Strategy (BEIS), and global philanthropies and aims to accelerate the energy transition in partnership with countries in Southeast Asia.
- The European Investment Bank, one of the largest providers of climate finance, has committed to review its energy portfolios and to include our recommendations in this process. This commitment followed bilateral meetings with and a letter by SEforALL that was sent out to leaders of eight international finance institutions and multilateral development banks outlining clear recommendations that emerged from the 2019 SEforALL Charrettes.

The letter asked finance institutions to increase collaboration between development finance institutions; scale up energy access investments and assume more risk; accelerate progress on clean cooking; and provide development finance to off-grid and mini-grid solutions to provide quick and cost-effective energy access for all.

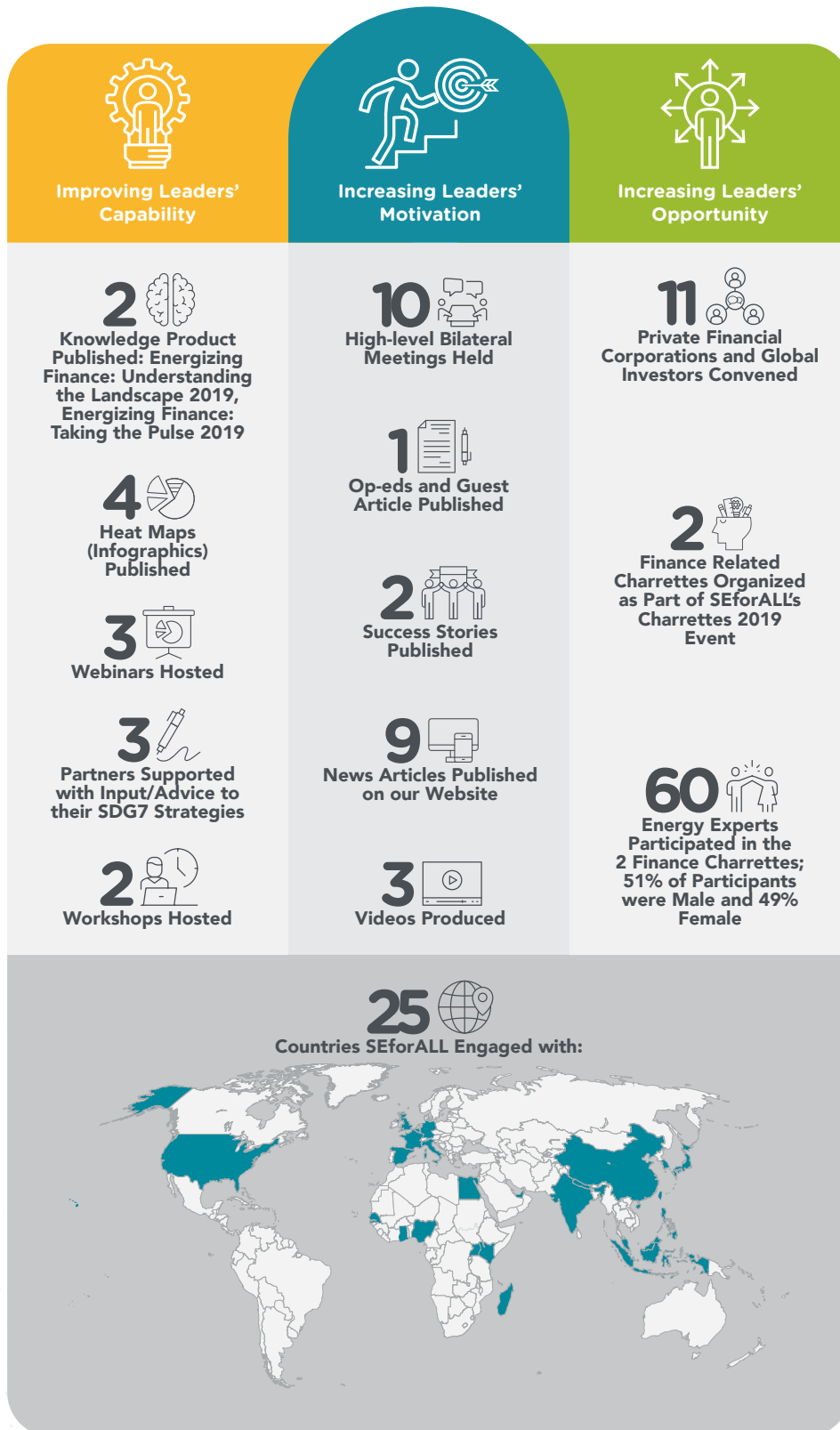
### **Improved enabling environment for increasing investment into low carbon development in Southeast Asia**

- Seven countries and core International Finance Institution stakeholders have begun a process to better coordinate their climate-related asks of the Asia Development Bank (ADB), Asian Infrastructure Investment Bank and China Development Bank as well as of other international financial institutions selected. In particular, the ADB has begun an internal process to review its energy policy, which currently does not exclude coal investments.
- The work of the SHIFT SEA project is informing the ongoing energy sector policy review that the ADB is currently undertaking. SEforALL has facilitated meetings between the ADB and the SHIFT SEA project partners to present the findings and recommendations of their work. This has included recommendations stemming from the report *The Asian Development Bank: Asian's Future Climate Bank*. The report examines how the ADB can align with the Paris Agreement and highlights the potential role the ADB can play in becoming Asia's *climate bank* and the driving force of climate-resilient, low-carbon sustainable development in the Asia-Pacific region.

SEforALL further contributed to the above-listed changes in behavior through the **following activities and outputs** in 2019:

**Figure 6**

Finance related activities and outputs delivered in 2019



## ENERGY EFFICIENCY

Doubling the global rate of improvement in energy efficiency by 2030 is one of the targets of SDG7. However, primary energy intensity improved by just 1.2 percent in 2018. This is the slowest rate since 2010 and the third year in a row that the rate has declined.

To address this issue, SEforALL dedicated an entire workstream in its 2019 workplan to advancing energy efficiency globally. Part of this work includes the Cooling for All intervention, as well as engaging in international fora and working with our partners from the Global Energy Efficiency Accelerator Platform. This platform consists of six individual accelerators that focus on specific energy efficiency sectors concerning buildings, lighting, appliances, district energy systems, industry and transportation.

SEforALL brought these accelerators and other organizations together under the Three Percent Club, which was officially launched at the UN Secretary-General's Climate Action Summit. The Three Percent Club is focused on strengthening governments' commitment to stronger policy action on energy efficiency, and on private-sector and financial institutions to set public energy efficiency improvement goals for their own operations to put the world on a path of a three percent annual rate of improvement. The success of this work is becoming evident by the following observed changes in behavior or actions:

### **Improved cooperation and collaboration on energy efficiency through the Three Percent Club**

- The Three Percent Club was officially launched at the UN Secretary-General's Climate Action Summit. At the launch, 15 governments and 13 businesses and international organizations jointly committed to supporting a 3 percent

annual global increase in energy efficiency across their economies and businesses, a target necessary to meet global climate goals while enhancing economic prosperity in all countries.

- SEforALL played a critical role in shaping and launching the Three Percent Club. As co-lead of the Energy Track of the UN Secretary-General's Climate Action Summit we received several proposals on energy efficiency. Through consultations led by our CEO and SRSG, we were able to combine the proposals made by the IEA, the European Bank for Reconstruction and Development (EBRD) and SEforALL's Energy Efficiency Accelerators under a greater and more ambitious initiative on energy efficiency, namely the Three Percent Club. In addition, we leveraged our country-based networks to secure member country commitments, notably from Colombia, Ethiopia, Ghana and Kenya.
- Since the launch of the Three Percent Club, the number of its members has increased from 13 to 36 businesses and international organizations. We have supported this development by bringing our private sector partners (former SEforALL delivery partners) into the coalition and giving them an active role in our workplan, as well as securing GEF, a long-time supporter of SEforALL's Energy Efficiency Accelerators, as a member.
- The Three Percent Club has now received its first request for technical and financial support. Sudan is seeking support for a proposal to develop its lighting and air conditioning energy efficiency strategy. This happened after a member of Sudan's Lighting and Air Conditioning Energy Efficiency Strategy reached out to SEforALL after attending an IEA training workshop on access to cooling given by an SEforALL staff member. The

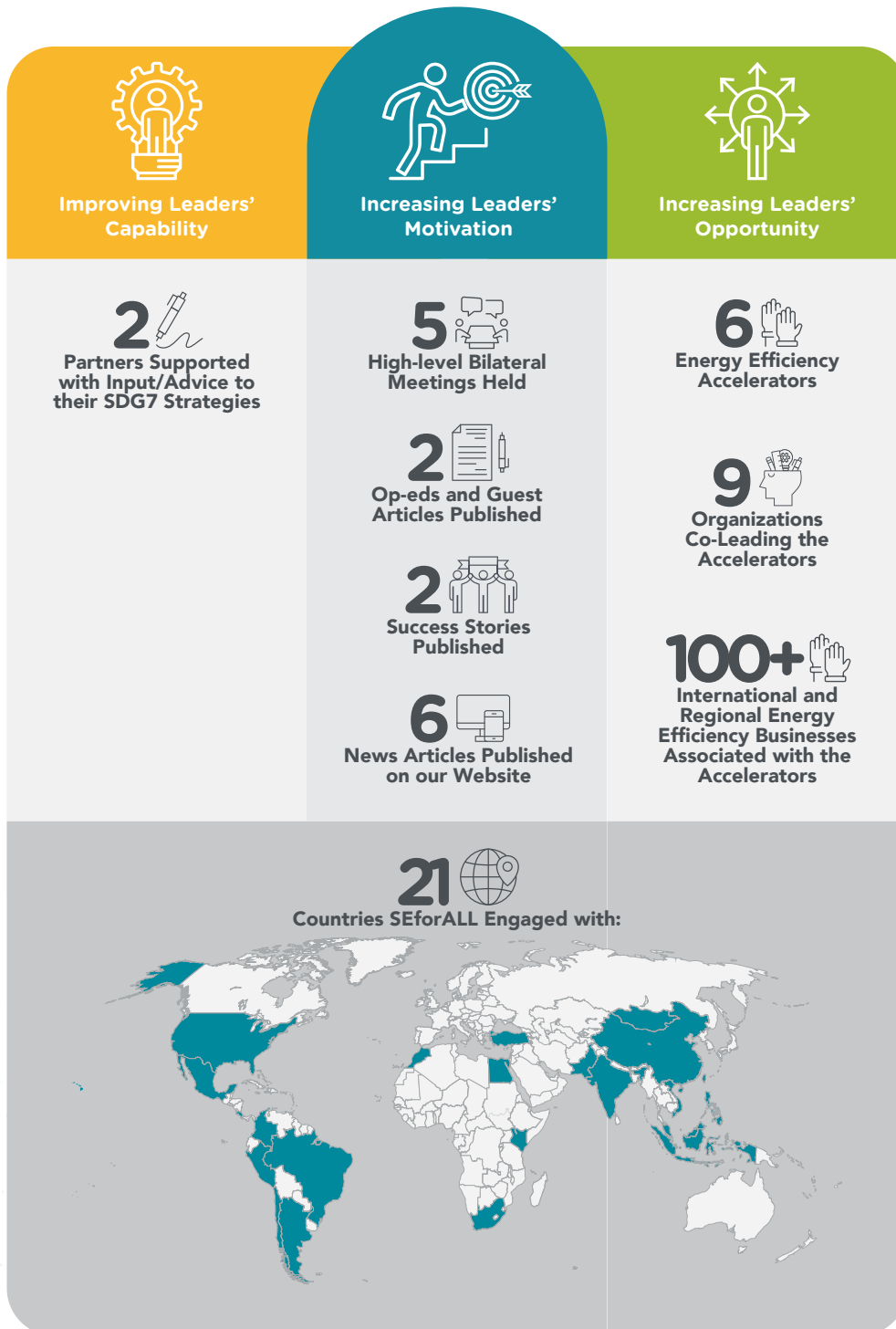


members of the Three Percent Club are, as at March 2020, connecting Sudan with potential partners and funders.

SEforALL further contributed to the above-listed changes in behavior through the **following activities and outputs** in 2019:

**Figure 7**

Energy efficiency related activities and outputs delivered in 2019



## FURTHER ACHIEVEMENTS – SUSTAINABLE ENERGY DIPLOMACY

The changes in behavior observed above were frequently supported by SEforALL's **Sustainable Energy Diplomacy** work. Through our work, we support both the global architecture and a global movement 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, SEforALL's CEO and SRSG Damilola Ogunbiyi, like her predecessor Rachel Kyte, supports ambition on sustainable energy within the UN system and at other global goal setting and implementation fora.

Key activities in 2019 included our CEO and SRSG serving as Co-Chair of UN-Energy, and the organization serving as a member of the SDG7 Technical Advisory Group, co-leading the Energy Track of the UN Secretary-General's Climate Action Summit as well as the Energy Action Forum, and holding several high-level bilateral meetings to raise the overall profile of SDG7 and the overarching key messages related to SDG7 – including the urgency of action in the coming decade given that the world is not on track to achieve SDG7 by 2030.

Where the high-level bilateral meetings were strategically targeted at increasing the motivation of global leaders to take action urgently needed to achieve SDG7, events such as the UN Secretary-General's Climate Action Summit and the Energy Action Forum provided global leaders with a platform to demonstrate their commitment to SDG7 and how they will take action. The success of this work is becoming evident by the following achievements:

- SEforALL's then CEO and SRSG, Rachel Kyte, served on the steering committee of the UN Secretary-General's Climate Action Summit and SEforALL, along with Denmark and Ethio-

pia, co-led the agenda of the Energy Transition Track. Our support on the UN Secretary-General's Climate Action Summit was recognized when the heads of the UN Agencies and Rachel Kyte were called on stage and thanked for their contributions. SEforALL is continuing to see the results of its work through ongoing engagement in the two initiatives launched during the UN Secretary-General's Climate Action Summit: The Cool Coalition and the Three Percent Club. These achievements have also added value to the role of the SRSG, which has been increasingly viewed as of significant value to the Executive Office of the Secretary-General and a resource to be called on, according to feedback from UN staff. This is also evident from the frequent meetings between the Secretary-General and Deputy Secretary-General with the SRSG.

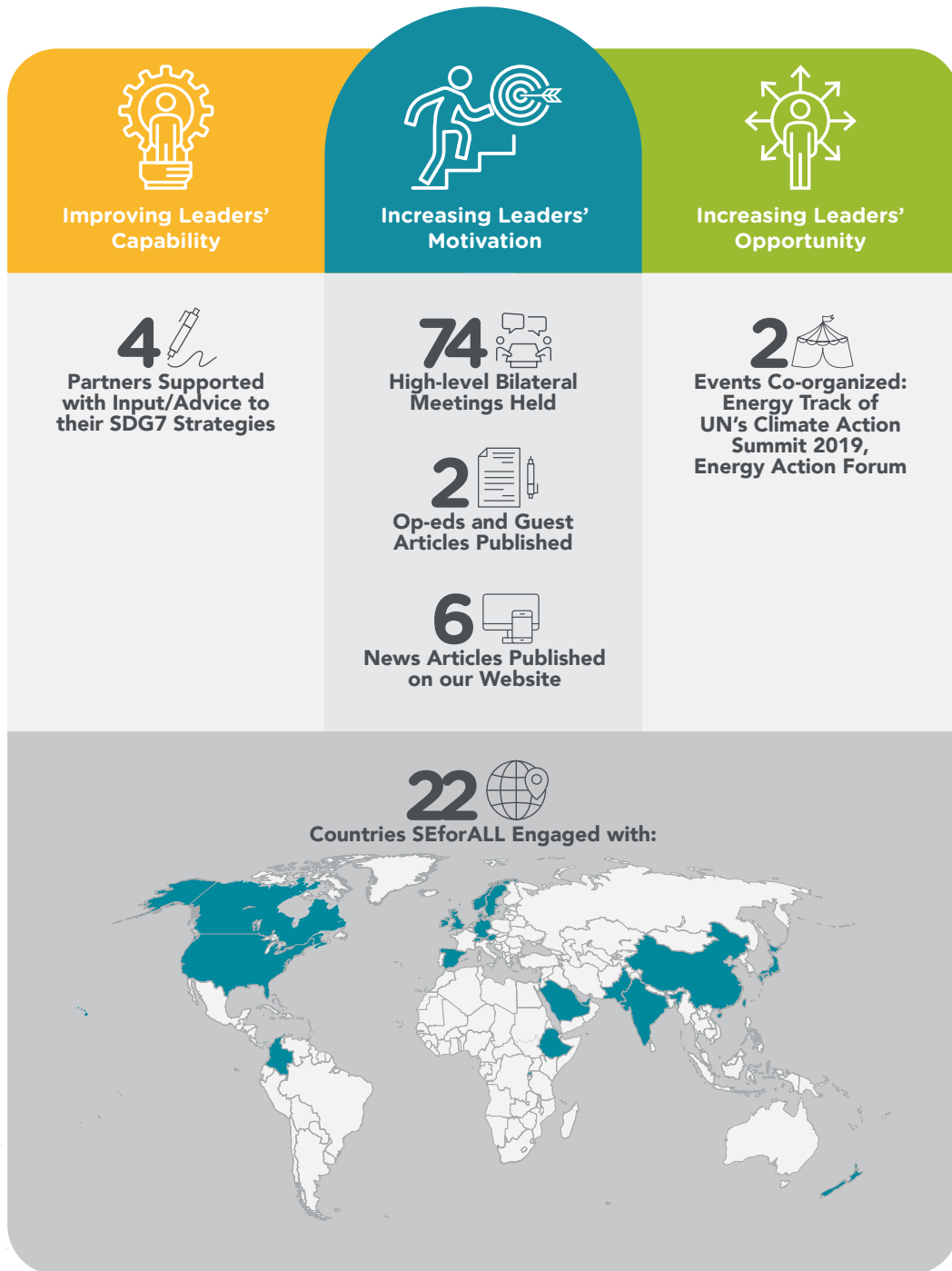
- SEforALL is increasingly recognized as the go-to energy knowledge partner in the humanitarian and energy nexus. For example, in September 2019, UNHCR requested feedback from SEforALL on its newly developed Global Energy Strategy 2019–2024. The strategy report, launched in October 2019, features SEforALL's logo and SEforALL was invited to organize a session on energy and infrastructure during the 2019 Global Refugee Forum in Geneva.
- SEforALL participated in the G20 Energy Transitions Working Group Meetings (ETWG) in June 2019. Japan, in its capacity as the 2019 G20 host, proactively reached out to SEforALL for advice on how to advance energy access through the G20. SEforALL provided advice through follow-up calls, the G20 ETWG meetings and by providing guidance and an Issues Note on the State of Energy Access and Proposed Focus of G20 Actions. As a result, the Final Declaration of the G20 Leaders recognized the value of international cooperation on energy

access, affordability and energy efficiency, and energy storage. Access to energy and especially cooling was also included in the ETWG meeting's conclusions.

More details on our work under our Sustainable Energy Diplomacy workstream can be found in our Annual Report, and a summary is provided in Figure 8.

**Figure 8**

Sustainable Energy Diplomacy related activities and outputs in 2019



# LESSONS LEARNT

In 2019, SEforALL conducted regular After-Action Reviews and quarterly management reviews of its interventions. Through these learning and review activities we identified the following lessons learnt and areas in need of improvement:

- Achieving SEforALL's objective (SDG7), requires that existing social, economic, political and environmental systems are reformed at scale and scope. For this reason, SEforALL's convening power is especially valuable for providing leaders with the collaborative space to design transformative solutions to issues at the nexus of climate and energy. To meet this demand, we learned that we must build a level of flexibility into our workplan to drive forward new initiatives born from convenings like the 2019 SEforALL Charrettes or the UN Secretary-General's Climate Action Summit.
- The spaces to which we add value are becoming increasingly crowded. This is certainly a positive development, as it reflects greater interest and activity in the topic, but also brings with it the need for greater coordination and the need to better rationalize what it is that different stakeholders are doing. To maintain our position in a growing ecosystem, SEforALL is becoming increasingly involved in steering groups, taking a more careful approach to reputational risk, and focusing on our core competencies, in particular on influencing SDG7 coordination and policy.
- Coordination in the field does not always happen naturally, and cross-cutting sectors do not always speak the same language. SEforALL's hubs and accelerators give us a crucial leadership advantage to fill this space, bridging communications between, for example, private sector and investors in the energy space, and to provide a strong arc for advocacy, storytelling, and policy work.
- Despite our limited staff numbers and budget, our work is growing and the demand for our products and services is increasing. To grow our funding opportunities, we are increasing our internal fundraising capacity by including fundraising as a cross-cutting element of our workplan and an additional objective of our policy staff's travels. Additionally, we are working to increase the number of joint working opportunities through smart partnerships.
- There is a need for enhanced information sharing internally among our staff and externally across sectors. To meet this need, we developed a focal point system to increase internal, cross-team coordination. Additionally, we introduced internal cross-team event committees to support events including the 2020 SEforALL Forum. To enhance external information sharing, we have implemented intervention specific newsletters (Cooling and SHIFT SEA). Moreover, platforms such as our Accelerators as well as the Community of

Champions have proven to be very effective for governments to learn from one another regarding experiences in promoting off-grid electrification.

- Through our After-Action Reviews, we observed an opportunity cost associated with allocating our limited supply of expert staff to activities that don't otherwise require expert knowledge, primarily due to limited staff resources. As a result, we reviewed our resource planning and in the fourth quarter of 2019 introduced intervention teams that cut across the organizational structure.
- There is room for SEforALL and the role of the SRSG to increase their potential value within the UN system, including through

UN-Energy. We are already working on improving our relationship with UNDESA as the Secretariat for UN-Energy and looking at providing sufficient staff support in New York to take advantage of the opportunities there, including on issues at the nexus of climate and energy. We also acknowledge that the appointment of a new CEO and SRSG provides an opportunity to ensure the centrality of the role of the SRSG and UN-Energy on energy issues in the UN system and to look to strengthen the systems support for work to achieve SDG7 and related climate aims at a critical time. It can also provide an opportunity for a reset on many relationships to ensure that these are fit for purpose to achieve the decade of implementation required to achieve SDG7.

# CHANGES TO THE WORKPLAN

**S**EforALL's 2019 workplan included a set of activities for each of its interventions. The delivery included 73 percent of activities that were in the original workplan. While 5 percent of new activities were added to the 2019 workplan as a response to a fast-changing environment, 22 percent of the workplan activities were either canceled or postponed to 2020 and therefore not delivered in 2019.

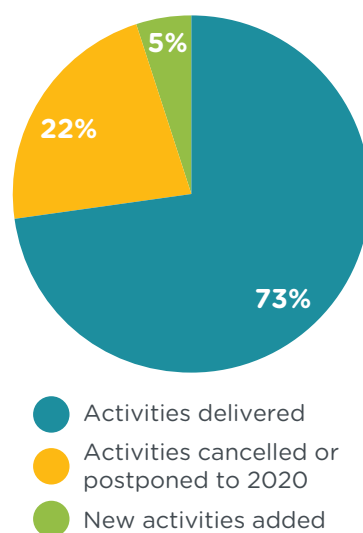
These changes to the workplan occurred due to the following factors:

- **Feedback or new requests received:** When we receive positive feedback on our work or new requests to take on work, which is in line with our strategy, we may decide to alter our existing workplan. In 2019, this occurred, for example: after the successful launch of the Integrated Electrification Pathways tool when we decided to concentrate our resources on further promoting this work and to stop promoting the Investment Prospectuses developed by the African Development Bank; and after the 2019 SEforALL Charrettes when it was decided to support and drive forward the Clean Cooking data solutions identified during the event instead of proceeding with the original workplan for big markets for clean fuels.
- **To manage risks identified** some of our planned activities were postponed to 2020 (launch of the Energy and Transport report) or canceled (the partnerships day planned

as the third day of the 2019 SEforALL Charrettes was canceled to meet the needs of our partners).

- **External factors:** To be successful in delivering our work and achieving our objectives, we have to be quick to respond to changes in the environment we operate in. These changes can be related to political agendas, environmental factors (for example natural disasters) or partner organizations.
- **Limited funds:** In 2019, SEforALL did not achieve its funding targets and therefore had to reduce expenses by pausing some of its activities and not filling all additional staff positions needed to deliver on the 2019 workplan.

## Delivery of SEforALL's 2019 Workplan



# ANNEX 1

## LINKS TO 2019 OUTPUTS

### Cooling

Knowledge products published:

- [Chilling Prospects: Tracking Sustainable Cooling for All 2019](#)
- [Chinese translation of Chilling Prospects: Providing Sustainable Cooling for All 2018](#)

Tool developed:

- [Cooling for All Needs Assessment](#)

### Integrated Energy Planning

Tool developed:

- [Integrated Electrification Pathways for Universal Access to Electricity](#)

### Health

Knowledge product published:

- [Lasting Impact: Sustainable Off-Grid Solar Delivery Models to Power Health and Education](#)

Event organized:

- [Clean Energy and Health Care Conference](#)

### Finance

Knowledge products published:

- [Energizing Finance: Understanding the Landscape 2019](#)
- [Energizing Finance: Taking the Pulse 2019](#)

# ANNEX 2

## PERFORMANCE ASSESSMENT OF INTERVENTIONS

### Energy Efficiency First

Intervention	Monitoring Question	2017	2018	2019	Trend
Cooling for All	Design (Relevance)	Very good	Excellent	Very Good	↘
	Effectiveness (Delivery)	Very good	Excellent	Excellent	→
	Efficiency	n/a	Very Good	Very Good	→
Energy and Transport	Design (Relevance)	–	Adequate	Good	↗
	Effectiveness (Delivery)	–	Adequate	Very Good	↗
	Efficiency	–	Good	Very Good	↗

### Leave No One Behind

Intervention	Monitoring Question	2017	2018	2019	Trend
Electricity for All in Africa	Design (Relevance)	–	Good	Very Good	↗
	Effectiveness (Delivery)	–	Very Good	Excellent	↗
	Efficiency	–	Good	Good	→
Energy and Health	Design (Relevance)	–	Good	Very Good	↗
	Effectiveness (Delivery)	–	Adequate	Very Good	↗
	Efficiency	–	Poor	Good	↗
Energy for Displaced People	Design (Relevance)	–	–	Very Good	–
	Effectiveness (Delivery)	–	–	Excellent	–
	Efficiency	–	–	Very Good	–
Gender and the People-Centered Accelerator	Design (Relevance)	Very Good	Very Good	Good	↘
	Effectiveness (Delivery)	Very Good	Good	Very Good	↗
	Efficiency	Very Good	Good	Good	→
Big Markets for Clean Fuels	Design (Relevance)	–	Good	Good	→
	Effectiveness (Delivery)	–	Good	Adequate	
	Efficiency	–	Good	Adequate	
Build and Strengthen the Electricity Accelerator	Design (Relevance)	–	Adequate	–	–
	Effectiveness (Delivery)	–	Poor	–	–
	Efficiency	–	Adequate	–	–
Shifting Financial Flows	Design (Relevance)	–	Very Good	Excellent	↗
	Effectiveness (Delivery)	–	Very Good	Excellent	↗
	Efficiency	–	Very Good	Very Good	→



## Sustainable Energy Diplomacy

Intervention	Monitoring Question	2017	2018	2019	Trend
<b>Sustainable Energy Diplomacy</b>	Design (Relevance)	Very Good	Very Good		–
	Effectiveness (Delivery)	Adequate	Very Good		–
	Efficiency	Adequate	Good		–
<b>Support to SRSG*</b>	Design (Relevance)	–	–	Good	–
	Effectiveness (Delivery)	–	–	Very Good	–
	Efficiency	–	–	Excellent	–
<b>Engagement in International Fora*</b>	Design (Relevance)	–	–	Adequate	–
	Effectiveness (Delivery)	–	–	Good	–
	Efficiency	–	–	Very Good	–

\* these interventions were monitored separately in 2019.

## Foundational Work

Intervention	Monitoring Question	2017	2018	2019	Trend
<b>Energizing Finance</b>	Design (Relevance)	Very Good	Excellent	Very Good	↘
	Effectiveness (Delivery)	Good	Very Good	Good	→
	Efficiency	Very Good	Good	–	↘
<b>Energy Access Dividend</b>	Design (Relevance)	Very Good	Good	–	–
	Effectiveness (Delivery)	Good	Good	–	–
	Efficiency	Adequate	–	Excellent	–
<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	Excellent	↗
	Effectiveness (Delivery)	Adequate	Very Good	Very Good	→
	Efficiency	Adequate	Good	Excellent	↗

# ANNEX 3

## SEforALL'S 2019 RUBRICS

**Monitoring Question 1: Relevance of SEforALL interventions (Design)?** Relevance is concerned with assessing whether SEforALL is doing the right things to achieve the results envisioned.

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 clear Results Framework /Results Chain that is linked to SEforALL's overall Theory of Change</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 always includes a gender lens</li> <li>• The intervention's 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 clear Results Framework /Results Chain that is linked to SEforALL's overall Theory of Change</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 almost always includes a gender lens</li> <li>• The intervention's 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 clear Results Framework / Results Chain that is linked to SEforALL's overall Theory of Change</li> <li>• The intervention plan (with some exceptions) mostly 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 mostly (with some exceptions) includes a gender lens</li> <li>• The intervention's 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>
<b>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 clear Results Framework /Results Chain that is linked to SEforALL's overall Theory of Change</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 sometimes includes a gender lens</li> <li>• The intervention's 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>

Rating	Description
<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 clear Results Framework /Results Chain that is linked to SEforALL's overall Theory of Change</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 does not include a gender lens</li> <li>• The intervention's 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: Effectiveness of SEforALL interventions (Delivery)?** Effectiveness measures the extent to which an activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs. Implicit within this criterion of effectiveness is timeliness.

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</li> <li>• Challenges and risks (internal and external), foreseen and unforeseen, are always identified in a timely manner</li> <li>• Measures are always taken to ensure challenges and risks are 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</li> <li>• Challenges and risks (internal and external), foreseen and unforeseen, are almost always identified in a timely manner</li> <li>• Measures are almost always taken to ensure challenges and risks are managed appropriately</li> </ul>
<b>Good</b>	<p><b>Reasonably good</b> performance overall; might have some weaknesses but nothing serious.</p> <ul style="list-style-type: none"> <li>• Activities and outputs are mostly delivered or exceeded</li> <li>• Challenges and risks (internal and external), foreseen and unforeseen, are mostly identified in a timely manner</li> <li>• Measures are mostly taken to ensure challenges and risks are managed appropriately</li> </ul>
<b>Adequate</b>	<p><b>Mediocre</b> performance overall; some weaknesses.</p> <ul style="list-style-type: none"> <li>• Activities and outputs are only sometimes delivered or exceeded</li> <li>• Challenges and risks (internal and external), foreseen and unforeseen, are only sometimes identified in a timely manner</li> <li>• Measures are only sometimes taken to ensure challenges and risks are 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</li> <li>• Challenges and risks (internal and external), foreseen and unforeseen, are not identified in a timely manner</li> <li>• Measures are not taken to ensure challenges and risks are managed appropriately</li> </ul>

**Efficiency of SEforALL interventions (Question 2 and 3 go hand-in-hand)** Efficiency measures the outputs achieved as a result of inputs. This generally requires investigating to see whether the most efficient approach was used.

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</b>	<p><b>Mediocre</b> performance overall; some weaknesses.</p> <ul style="list-style-type: none"> <li>• Appropriate resources were only sometimes available</li> <li>• Inputs and activities were only sometimes implemented in the most efficient way (e.g. cost-efficient, time-efficient)</li> <li>• Outputs were only 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> <li>• Inputs and activities were not implemented in the most efficient way (e.g. cost-efficient, time-efficient)</li> <li>• Outputs were not achieved on time</li> </ul>

Rating	Description
<b>Always</b>	<b>No deviation</b>
<b>Almost always</b>	<b>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

## SEforALL'S 2019 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.

### SEforALL WORK PLAN 2019 OVERVIEW

SEforALL focuses on High Impact Countries (as identified through the SEforALL analysis and Heat Maps in the categories of electrification, cooking, and energy efficiency as well as cooling in the Chilling Prospects report). We seek impact as follows:

- Improving policy and regulatory environments for each of the three pillars of sustainable energy (as indicated by rising RISE (Regulatory Indicators for Sustainable Energy)i score)
- Rising investment flows into energy access, clean cooking, energy efficiency, and sustainable cooling solutions (as indicated in the Energizing Finance series and other data)
- A closing energy access gap, defined by a growing population receiving Tier 3 energy services (as defined and indicated by the ESMAP Multi-Tier Framework)

### WORKSTREAMS

#### ENERGY EFFICIENCY FIRST

- Cooling For All
- Energy and Transport

#### LEAVE NO ONE BEHIND

- Electricity for All in Africa
- Big Markets for Clean Fuels
- Gender and the People-Centered Accelerator
- Energy and Health
- Energy for Displaced People
- Shifting Financial Flows to Invest in Low-Carbon Development

#### SUSTAINABLE ENERGY DIPLOMACY

- Support to the SRSG and the UN
- Engagement in International Fora

### FOUNDATION

#### BODY OF EVIDENCE

- Energizing Finance
- Energy Access Dividend
- Core Knowledge Products

#### PARTNERSHIPS

- Building a Global Movement

#### COMMUNICATIONS

- Storytelling

#### SEforALL EVENTS

- 2019 SEforALL Charrettes

### OPERATIONS

#### GOVERNANCE

#### ADMINISTRATION

#### RESOURCE MOBILIZATION

#### MONITORING, EVALUATION AND LEARNING

## ENERGY EFFICIENCY FIRST

“Energy Efficiency First” will assist leaders to unlock finance and broker partnerships so that energy efficiency and demand-side solutions become core pillars of energy plans and business strategies.

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Cooling For All</b></p> <p>SEforALL will engage leaders to protect the world’s most vulnerable populations from intensifying global heat. This work includes convening industry experts and public leaders to provide evidence on the need for access to environmentally friendly, affordable cooling solutions, especially for those in low income countries, and driving implementation of new initiatives to address access to cooling challenges.</p>	<ul style="list-style-type: none"> <li>SEforALL will develop a methodology for integrating Cooling for All data, policy insights and recommendations into national cooling plans; test first in 2 to 3 countries and then begin to develop fully for the 9 highest risk countries.</li> <li>SEforALL will convene a meeting of the Global Panel, conduct data collection, and publish an annual Cooling for All Outlook report to track progress and promote new thinking on global access to cooling.</li> <li>SEforALL will provide advice and technical expertise to help identify and develop new initiatives designed to promote greater access to cooling in the 52 high impact countries identified in the Chilling Prospects report.</li> <li>SEforALL will design and implement communications campaigns with partners and stakeholders to engage national and international decision makers and disseminate best practices.</li> <li>SEforALL will champion cooling for all in global, regional and national fora through the CEO &amp; SRSG and high profile ambassadors.</li> </ul>	<ul style="list-style-type: none"> <li>The 9 highest risk countries for cooling identified in the “Chilling Prospects” report begin to develop national cooling plans (or equivalent) that include access to cooling parameters.</li> <li>The Cooling for All Secretariat provides professional advice and technical expertise to new initiatives which have raised funds independently of SEforALL to mobilize at least \$20 million in the sectors of buildings/urban environments, agricultural cold chain, and medicinal cold chain. Industry associations participate in identifying and designing these new initiatives.</li> <li>The first Cooling for All Outlook Report on global access to cooling is published. The report is endorsed by industry, is widely distributed, and stimulates further interest and new initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>The 52 High Impact Countries for cooling identified in the “Chilling Prospects” report map their cooling opportunities and develop plans to deliver investment and market development.</li> <li>The Cooling for All Secretariat provides support in the form of professional advice and technical expertise to initiatives which have raised funds independently of SEforALL to mobilize at least \$100 million of investment finance into at least 10 new, externally led initiatives designed to promote efficient cooling technologies in High Impact Countries. Following a comprehensive assessment, Cooling for All spins out as a separate initiative to be supported by industry associations.</li> <li>Two Cooling for All Outlook Reports are published to review progress and promote new thinking. The reports are endorsed by industry, are widely distributed, and stimulate further interest and new initiatives.</li> </ul>
<p><b>Energy and Transport</b></p> <p>SEforALL will conduct scoping on the nexus of energy and transport in the urban environment to support the design and development of a program of work that provides value and impact, that helps deliver multiple SDG benefits including human health, productivity, and economic development in fast growing cities in developing countries.</p>	<ul style="list-style-type: none"> <li>SEforALL will conduct a detailed assessment of current initiatives undertaken by MDB’s, national and sub national governments, private companies and philanthropic organizations to determine best practices and lessons learned in interventions that can enhance access to affordable and sustainable mobility for people and goods in urban settings.</li> </ul>	<ul style="list-style-type: none"> <li>Policy Makers, Industry and Transport Operators learn about available sustainable urban mobility solutions.</li> <li>Policy Makers understand the need to adopt sustainable urban mobility into their urban mobility plans which also serve the bottom of the pyramid population.</li> <li>Industry and Transport Operators are aware of the opportunities and benefits of energy efficient sustainable urban mobility powered by renewable energy sources</li> </ul>	<ul style="list-style-type: none"> <li>Decision Makers collaborate and coordinate on integrating sustainable urban mobility solutions into urban mobility planning, which include bottom of the pyramid population.</li> </ul>

## LEAVE NO ONE BEHIND

“Leave No One Behind” will put the energy poor, whose needs aren’t met by business as usual approaches, front and center. Interventions will empower leaders to take the actions needed to unlock finance and broker partnerships towards closing the gap in energy services and engage women as agents of change.

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Electricity For All in Africa</b></p> <p>SEforALL will use its convening power to engage key industry stakeholders, financiers and governments to work towards electrification plans that are integrated in nature and reach all populations in the 16 countries in Sub Saharan Africa where the access gap is greatest. The electrification plans will reflect a mix of centralized (grid) and decentralized (mini grid and off grid) solutions appropriate for the country context.</p> <p>The intervention will drive for better policy, better planning, better project pipelines, and better investment. The approach will focus on catalyzing investment through a robust SEforALL Investment Prospectus (IP) process and leverage existing tools that support the development of an agreed investment pipeline, promoting investments that help realize those projects that serve to close the energy access gap, in service of SDG7.</p>	<ul style="list-style-type: none"> <li>SEforALL will develop and implement a revised Investment Prospectus (IP 2.0) in at least six countries, with a strong focus on investment promotion.</li> <li>SEforALL will support Electrification Accelerator members engagement and advance public private dialogue by organizing meetings, policy conferences around a common agenda for accelerating the creation of market solutions.</li> <li>As a priority in Q1 and building on work in 2018, SEforALL will develop jointly with SEforALL hub partners clear expectations, roles, responsibilities for developing and promoting IPs and mechanisms for SEforALL country focal points to exchange lessons learned on their government’s approaches and results for channeling financial flows to SDG7 targets.</li> <li>SEforALL will promote and leverage the Integrated Electrification Framework and Guiding Principles (developed in 2018) to outline dimensions of integrated (grid/off grid) electrification planning, identify in country opportunities for improvement, and inform investment pipelines.</li> </ul>	<ul style="list-style-type: none"> <li>SEforALL has successfully worked with current SEforALL Africa Hub partner organizations to utilize IP 2.0 for increased investment prospects in six countries.</li> <li>SEforALL’s framework and definition of Integrated Electrification Planning (IEP) is used as a resource by governments to structure policy dialogues and used by partners as a framework for further technical work.</li> <li>Electrification Accelerator members have defined a common agenda for the Private Sector’s contributions to increase energy access and bring these messages to high level decision makers.</li> <li>SEforALL and Africa Hub partners have a joint work plan that is appropriately resourced to undertake activities in the next 3 5 years.</li> </ul>	<ul style="list-style-type: none"> <li>Effective and integrated policy frameworks are in place in the 16 High Impact Countries for electrification, specifically indicated by a rising RISE score.</li> <li>SEforALL Investment Prospectuses 2.0 and promotion efforts are resulting in increased financing in the 16 High Impact Countries for electrification, in both on grid and off grid sectors.</li> </ul>
<p><b>Big Markets for Clean Fuels</b></p> <p>SEforALL will focus on accelerating access to clean cooking solutions, specifically driving finance and big markets for clean fuels, through: 1) brokering partnerships; 2) improving sector data to change the narrative; 3) supporting establishment of strategies, action plans and investments; 4) championing gender equality, social inclusion and women’s empowerment in the sustainable energy sector; and 5) advocating energy solutions for the displaced.</p>	<ul style="list-style-type: none"> <li>SEforALL will convene the Lisbon Group (comprised of key industry and cookstove representatives) meetings at least quarterly to assist in identifying entry points for developing market conditions in at least five key countries representing large potential gains to increase use of clean fuels (e.g., Ethiopia, Bangladesh, Indonesia, Ghana, Nigeria) and dialogue with governments to promote enabling conditions.</li> <li>SEforALL will work with governments to prioritize clean cooking in national energy and investment plans, targeting 5 countries in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Key industry actors (i.e. The LisbonGroup) coalesce around a common goal of expanding the clean cooking market in Priority Countries.</li> <li>Governments and partners have an increased understanding about clean cooking fuels and technologies.</li> <li>An increased number of countries prioritize clean cooking agendas.</li> </ul>	<ul style="list-style-type: none"> <li>Financiers and development agencies recognize the importance of and the lack of funding for Clean Cooking Fuels and Technologies, and unlock funding to support the transition towards clean cooking.</li> <li>Decision makers increasingly understand economic, social and environmental benefits households and countries can expect through accelerated access to clean fuels and technology.</li> </ul>

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Big Markets for Clean Fuels (cont)</b></p>	<ul style="list-style-type: none"> <li>SEforALL will convene and connect the fuels industry stakeholders, consumer and distributor finance actors, and cook stove technology actors to drive collaboration towards big market development.</li> <li>SEforALL will conduct research and publish a deep dive report on finance for clean fuels and technologies (as part of the Energizing Finance series).</li> </ul>		<ul style="list-style-type: none"> <li>Governments, having learned about the benefits of Clean Cooking Fuels and Technologies, felt the demand from Civil Society Organizations, and seen funding available, support the transition to Clean Cooking Fuels and Technologies with market enabling policies.</li> <li>SEforALL's partners adopt key messages needed to influence key decision makers and utilize the messages to advocate for Clean Cooking Fuels and Technologies in their conversation with government ministers.</li> </ul>
<p><b>Gender and the People Centered Accelerator</b></p> <p>SEforALL leads by example on gender diversity and women's empowerment throughout its own structure, public convenings, and general work in the sustainable energy sector a sector where women visibly remain in the minority.</p> <p>SEforALL will also explicitly advance gender equality, social inclusion, and women's empowerment through the People Centered Accelerator, a voluntary partnership network to enhance and extend provision of sustainable modern energy to the poorest and marginalized in society; to incorporate gender equality at the heart of the energy transition; to help unlock finance from private and public sources for gender equality, social inclusion, and women's empowerment in the energy sector; and bring together and strengthen collaboration between a broad range of stakeholders.</p>	<ul style="list-style-type: none"> <li>SEforALL will embed a gender lens throughout SEforALL activities, including the full spectrum of SEforALL research, e.g., Energizing Finance.</li> <li>SEforALL will conduct analysis of next step opportunities from energy safety net case studies from six countries and apply a gender lens to energy access insights from the new RISE indicators and MTF household survey datasets. These studies will be disseminated through the PCA and key convening opportunities.</li> <li>SEforALL will support the PCA by implementing a strategic communications strategy around key events and platforms, targeting key new audiences and partners to strengthen the messaging and advocacy among the 'non converted' in order to support for gender equality and the 'Leave No One Behind' message.</li> <li>SEforALL will engage PCA partners to facilitate the flow of information, highlight success stories, and elevate voices of new women leaders across the energy sector value chain.</li> </ul>	<ul style="list-style-type: none"> <li>SEforALL is widely seen as leading by example by ensuring diversity of gender as well as diversity of race, ethnicity, geography in all affiliated events and taking a gender lens approach to all its research.</li> <li>PCA partners are actively engaged and are amplifying SEforALL messages through their networks.</li> <li>SEforALL has jointly mobilized resources together with subsets of PCA partners and co conveners in support of PCA workstream activities.</li> <li>Collaboration is organically taking place among PCA members and the circle of support for the PCA's mission is growing.</li> </ul>	<ul style="list-style-type: none"> <li>Other international organizations in the sustainable energy arena are replicating the diverse look and feel of SEforALL events, with women increasingly making up more than a quarter, sometimes more than half, of expert panels.</li> <li>Stories of successful approaches to gender equality, social inclusion, and women's empowerment from members of the Accelerator are being replicated within and beyond the Accelerator membership.</li> <li>After four years of SEforALL incubation and facilitation support, the PCA has spun out of SEforALL.</li> </ul>



INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Energy and Health</b></p> <p>SEforALL and partners will work to advance progress at the intersection of SDG3 (universal access to healthcare) and SDG7 (universal access to energy) specifically pertaining to the health benefits of renewable decentralized energy in rural/remote health clinic environments.</p> <p>Under current scoping, we propose to leave aside the intersection between indoor air pollution and respiratory disease burden as this is well covered by the Global Alliance for Clean Cooking.</p> <p>We will explore potential synergies with SEforALL's Cooling intervention, particularly around efficient vaccine refrigeration and cold chains.</p>	<ul style="list-style-type: none"> <li>• SEforALL will host an accelerator design workshop to mobilize and align partner efforts around a common strategy.</li> <li>• SEforALL will commission research and studies to build the evidence base on modern energy access in health services.</li> <li>• SEforALL will design and execute an advocacy and communications campaign to raise awareness and educate stakeholders about the need and opportunity to provide better health services by powering health care facilities.</li> <li>• SEforALL will build high level partnerships to mobilize commitments and cooperation for energy access in health care facilities.</li> <li>• SEforALL will develop a virtual knowledge hub for health facility electrification.</li> </ul>	<ul style="list-style-type: none"> <li>• Decision Makers understand the need, feasibility and opportunity to provide better health services by powering health care facilities.</li> <li>• Access to adequate and reliable power in health facilities is prioritized as a necessary input to achieving: (i) public health goals, especially those linked to universal health coverage, maternal, newborn and child health and the non communicable disease agenda; and (ii) energy and climate goals, especially those linked to achieving universal energy access and climate resilience.</li> <li>• Energy and Health communities collaborate and coordinate across sectors on providing modern energy access to health care facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Decision makers prioritize access to adequate and reliable electricity in health care facilities.</li> <li>• Key structural and market barriers limiting access to modern energy services for health care facilities in low resource settings are addressed.</li> <li>• Energy access situation in health care facilities is systematically and consistently measured, monitored and reported on at the national and global levels.</li> </ul>
<p><b>Energy for Displaced People</b></p> <p>Within the approach to "leave no one behind." SEforALL will work to raise the visibility of energy access for displaced people (refugee camps and host communities) as a key topic of growing concern and one that must be addressed to achieve SDG7. SEforALL will work with partner organizations, within the UN framework, within the humanitarian and development sectors and with the private sector, to catalyze partnerships and action to deliver access to reliable, affordable and clean energy solutions for the displaced.</p>	<ul style="list-style-type: none"> <li>• SEforALL will use its role on the Steering Committee of the Global Plan of Action (GPA) on Sustainable Energy Solutions for Situations of Displacement to champion a GPA work plan with concrete and ambitious activities and stronger private sector input.</li> <li>• SEforALL will co convene key partners at a regional event in Africa to identify, develop and implement joint actions on energy solutions in displaced settings in Africa within the framework of the Investment Prospectus process.</li> <li>• SEforALL will utilize its storytelling capabilities to highlight best practices and unique partnerships from the field.</li> </ul>	<ul style="list-style-type: none"> <li>• SEforALL's regional hubs, accelerators and partners begin to define and incorporate activities to address energy for displaced people.</li> <li>• Energy needs of displaced people and the resultant opportunities to meet these needs through sustainable energy are highlighted at high level fora.</li> <li>• Access to electricity and clean cooking fuels and technologies for people in displaced setting are segmented as target groups for inclusion on benchmarking reports (e.g., SDG7 Tracking Report, Energizing Finance).</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable energy solutions in displaced person situations are set out as integral elements of humanitarian and development programs.</li> <li>• Activities related to energy for displaced people are key elements of the SEforALL Electricity for All in Africa Strategy as implemented through SEforALL thematic and regional hubs, accelerators and delivery and country partners.</li> <li>• Access to electricity and clean cooking fuels and technologies for people in displaced setting are integrated into key publications benchmarking progress on SDG7.</li> <li>• SEforALL private sector partners are engaged with multi stakeholders in delivering energy access and defining innovative approaches to project development and service delivery.</li> </ul>

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Shifting Financial Flows to Invest in Low Carbon Development</b></p> <p>Through this project, SEforALL and its partner organizations aim to support the shift of financial flows to low carbon development. The project will engage stakeholders in South East Asia, specifically Vietnam, the Philippines and Indonesia. National engagement seeks to activate the creation of national policy initiatives which shift finance into low carbon development.</p>	<ul style="list-style-type: none"> <li>• SEforALL will manage funds, implement the monitoring, evaluation and learning framework, and implement the knowledge management strategy.</li> <li>• SEforALL will support the project through communication and storytelling.</li> <li>• SEforALL will produce heat maps specific to the project and the countries of focus.</li> <li>• SEforALL will deploy senior leaders to relay key messages and advocate for low carbon development in the countries of focus.</li> <li>• SEforALL will track final project management activities and close the project.</li> </ul>	<ul style="list-style-type: none"> <li>• SEforALL’s strategic insights support multi stakeholder national coalitions to coordinate national and cross national efforts towards advancing low carbon development in Indonesia, Philippines and Vietnam.</li> <li>• SEforALL’s knowledge products contribute to enabling informed decisions among policy makers towards low carbon.</li> <li>• IFIs, development partners and commercial banks “public and private finance” have an increased understanding about opportunities for shifting financial flows.</li> </ul>	<ul style="list-style-type: none"> <li>• Expected outcomes after the project ends in 2019:</li> <li>• There are signals indicating there will be, in the future, increased volume of financial flows following the improvements in the enabling environment.</li> <li>• Enabling environment for increasing investment into low carbon development significantly improves in at least one of the project countries.</li> <li>• The experience from the three countries and the work with the IFIs inspires decision makers elsewhere.</li> </ul>

## SUSTAINABLE ENERGY DIPLOMACY

Through Sustainable Energy Diplomacy, SEforALL supports both the global architecture and a global movement 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), supports ambition on sustainable energy within the UN system and at other global goal setting and implementation fora.

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Support to SRSG and UN</b></p> <p>SEforALL will provide support to the SRSG to enable her to fulfill her role including her support to the UNSG, the DSG and as co chair of UN Energy, as a member of the UN Climate Principals, and as coordination on energy track of the UNSG's</p>	<ul style="list-style-type: none"> <li>SEforALL will provide Sherpa and staff support to the SRSG in her role as co chair of UN Energy, liaising with office of co chair Steiner and with secretariat in UN DESA.</li> <li>Specific support will include validation of energy activities across UN system, support to UN Energy's role as data custodian on progress on SDG7, and UN Energy coordination in support of energy priorities under SG's agenda and delivery under UN reforms.</li> <li>SEforALL will support the SRSG's coordination efforts on the energy track of the 2019 Climate Summit, including support on framing, priorities, and messaging.</li> <li>SEforALL will support and the role of the SRSG in focusing progress on energy in priority geographies for the UNSG and the UN system, as requested by the UNSG and DSG. This will include support on energy services in the Sahel, for LDCs (linked to the Paris Agreement).</li> </ul>	<ul style="list-style-type: none"> <li>The role of the SRSG is supported and with sufficient resources to allow the SRSG to deliver against requests of the UNSG and the UN system.</li> <li>The analytical work led by SEforALL and the reach of SEforALL across stakeholders, especially the private sector, is more effectively deployed on delivery of UN priorities.</li> <li>Improve system response to the urgency of implementing Sustainable Development Goal 7 through UN Energy coordination.</li> <li>Improve joint delivery by allowing the SRSG to convene a wide range of actors on energy deliverables, creating synergies, for example in the Sahel.</li> <li>Secure effective support and coordination on the energy track for the Secretary General's 2019 Climate Summit.</li> </ul>	<ul style="list-style-type: none"> <li>Improve system response to the urgency of implementing SDG7 through UN Energy driven action.</li> <li>Improve joint delivery by allowing the SRSG to convene a wide range of actors on energy deliverables, creating synergies.</li> </ul>
<p><b>Engagement in International Fora</b></p> <p>SEforALL through senior leader representation will effectively target its participation in selected international for to speed pace of decisions that will influence key elements of the critical path towards SDG7, and energy transitions that meet the Paris Agreement.</p> <p>High level access to the G7, G20, WEF Energy Stewards, CEM, MI, and the governing bodies of IRENA, IEA, as well as relationships with MDBs allow SEforALL to read across fora and secure input, messaging and influence for those in the SEforALL movement.</p>	<ul style="list-style-type: none"> <li>SEforALL will help secure WEF focus on cooling, and access to energy.</li> <li>SEforALL will input and drive G20 reviews of action plans for energy access and work with G20 members to secure action by them in other for a.</li> <li>SEforALL will seek agreement and engagement by key MDBs on the focus on distributed renewables, big markets for clean fuels, and access to cooling at levels beyond current plans.</li> </ul>	<ul style="list-style-type: none"> <li>Ministers, other high level policy makers, and other global partners and leaders perceive SEforALL as a trusted and neutral convener to advance SDG7.</li> <li>Ministers, other high level policy makers, and other global partners and leaders learn the critical path to attaining SDG7 targets.</li> </ul>	<ul style="list-style-type: none"> <li>Ministers dedicate additional resources and funding to advance SDG7.</li> <li>Ministers and other high level policy makers develop and implement policies informed by the SEforALL critical path to SDG7.</li> </ul>

## FOUNDATION 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	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Energizing Finance</b></p> <p>SEforALL will continue and build on the Energizing Finance research series to track and analyze finance flows for electricity and clean cooking access in the 20 countries which have the largest access gaps for electricity and clean cooking. This includes: the amount and type of finance flowing to these countries for electricity and clean cooking, including a deep dive analysis to explore finance flowing at the domestic level; how quickly development finance for electricity access is being disbursed and absorbed; and the finance needs and challenges of energy enterprises offering decentralized energy solutions.</p>	<ul style="list-style-type: none"> <li>• SEforALL will produce an annual update to the “Understanding the Landscape” report providing an inventory and analysis of international and domestic finance commitments directed to electricity and clean cooking access in the 20 High Impact Countries (HICs).</li> <li>• SEforALL will produce deep dive country case studies for all 20 HICs to fill the gap in data and increase understanding of domestic finance flows.</li> <li>• SEforALL will conduct updated surveys and produce new Missing the Mark and Taking the Pulse reports to analyze disbursement of development finance commitments and identify enterprise finance needs, respectively.</li> <li>• SEforALL will work with partners to improve data quality and tracking, including new statistical markers to measure and report against the SDG targets.</li> <li>• SEforALL will develop and execute outreach plans to ensure key stakeholders receive and are influenced by findings and recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Through the Energizing Finance data, governments, donors and investors are aware of the amount and type of international and domestic finance that is being committed to the 20 HICs for electrification and clean cooking.</li> <li>• Through the Energizing Finance data, governments, donors and investors are aware of the amount and type of finance needed by entrepreneurs operating in each of the 20 HICs.</li> <li>• Through the Energizing Finance data, governments, donors and investors are aware of the specific barriers in these 20 HICs which are preventing finance from flowing to energy access solutions at the scale necessary to achieve SDG7.</li> <li>• Through the policy recommendations in the Energizing Finance report series, policy makers and investors are aware of specific approaches that could enable finance to be unlocked for the delivery of modern energy solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased financing for modern energy access solutions provided by a broad range of investors (MDBs, donors, philanthropic and private investors).</li> <li>• Governments take an integrated approach to policy and regulation in the electricity sector that embraces centralized and decentralized energy technologies and solutions and provides confidence to private investors, particularly for the decentralized energy sector.</li> <li>• Governments, bilateral and multilateral financiers develop a shared vision and targeted program of work that embraces energy access goals, enabling policies, utility participation and financing, to deliver SDG7.</li> <li>• Governments, development finance institutions and other financiers increase support to accelerate residential energy access, primarily for rural and off grid segments.</li> <li>• Governments, financiers and other decision makers prioritize efforts and financing to scale and accelerate clean cooking solutions that address the needs of all consumers in rural and urban areas.</li> </ul>
<p><b>Energy Access Dividend</b></p> <p>SEforALL will improve upon and expand the Energy Access Dividend (EAD) framework methodology to build a more compelling macroeconomic justification for accelerating access to energy. This includes strengthening the methodology and expanding analysis to additional benefits associated with accelerated access to energy, in addition to education as well as economic gains from productive uses of energy analyzed in the first series of EAD.</p>	<ul style="list-style-type: none"> <li>• SEforALL will work with partners to improve the EAD methodology, expand to health and other benefits, and bring the methodology to a level that provides policymakers with validated economic and social justification for accelerating access to energy.</li> <li>• SEforALL will partner with hubs, organizations and governments to utilize the methodology within countries and regions (targeting the 20 high impact countries with greatest access needs) to advocate for the development of integrated (on grid and off grid) electrification strategies.</li> <li>• SEforALL will design and implement an outreach and communications campaign to socialize the EAD results among key decision makers and engage a wider audience beyond energy and development sectors to reach other stakeholders including health, education, and agriculture.</li> </ul>	<ul style="list-style-type: none"> <li>• An expanded EAD framework proves useful in the 20 countries with highest access needs, encouraging governments to “leave no one behind”.</li> <li>• Diverse ministries (health, agriculture/rural development, finance) understand the benefits of accelerating energy access to achieving other SDGs, engage in cross ministerial collaboration and integrated planning for energy access.</li> </ul>	<ul style="list-style-type: none"> <li>• Governments increase budget allocation towards energy access projects, including distributed energy services.</li> <li>• Broad spectrum development partners understand the benefits of mainstreaming energy into their programs, integrate energy across various programs of support and</li> <li>• increase funding to sustainable energy projects in nexus topics (powering agriculture, energy and health etc.)</li> </ul>

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Core Knowledge Products</b></p> <p>SEforALL will work with, support as appropriate, and challenge as necessary, our partners and organizations in the development, collection and dissemination of data and evidence and other core knowledge products in order to improve the robustness and transparency of that data and evidence and to help ensure the knowledge products provide the insight necessary to identify critical pathways for speed and scale and inform decisions for action.</p>	<ul style="list-style-type: none"> <li>• SEforALL will synthesize new data and key findings from multiple reports and research streams relevant to SDG7 RISE, Tracking SDG7, the Multi Tier Framework, Energizing Finance, etc. to produce updated Heat Maps and identify high impact countries.</li> <li>• SEforALL will work with partners to provide key insights from across the body of evidence to inform coordinated action and the linkages, gaps and opportunities across finance, policy, and access.</li> <li>• SEforALL will provide regular “pre launch” briefings for partners on core knowledge products including Energizing Finance, the SDG 7 Tracking report, and RISE policy rankings.</li> <li>• SEforALL will actively track, review and provide input that contributes to increasing the robustness, transparency, comprehensiveness and gender lens of data and reports relevant to and informing SDG7.</li> <li>• SEforALL will carry out analytical work in line with SEforALL’s own interventions and SDG7 objectives, and in response to specific requests from partners or organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• Key decision makers in government, the private sector, the donor and philanthropic communities develop a stronger understanding of the links between policy, finance, energy access and social benefit (economic development, agricultural productivity, gender equality etc.) and can place major energy sector reports (IEA outlook, SDG7 tracking report) in context.</li> <li>• Key stakeholders understand global standings in achieving SDG7 pillars and can identify the critical path needed for achieving SDG7.</li> <li>• Key stakeholders know the messages necessary to influence key decision makers and create buy in to a systematic strategy for achieving SDG7.</li> <li>• By having a systematic strategy founded on the body of evidence, SEforALL staff works in a cohesive manner to support the global progress towards SDG7.</li> </ul>	<ul style="list-style-type: none"> <li>• Key decision makers in government, the private sector, the donor and philanthropic communities develop a stronger understanding of the links between policy, finance, energy access and social benefit (economic development, agricultural productivity, gender equality etc.) and can place major energy sector reports (IEA outlook, SDG7 tracking report) in context.</li> <li>• SEforALL strategy for achieving SDG7 remains relevant and is informed by the latest evidence.</li> <li>• For this reason, 1 year outcomes will remain relevant at the 3 year scope. The data catalyzing these changes will, however, be updated.</li> </ul>

## FOUNDATION PARTNERSHIPS

SEforALL acts as the engine room for a global movement supporting sustainable energy for all.

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Building a Global Movement</b></p> <p>SEforALL will continue to build on and execute the Partnership Framework, leveraging high value partnerships of diverse sizes and engagement levels and focusing on collaboration between public, private and civil society groups as essential for achieving SDG7.</p> <p>SEforALL will engage private sector leaders through private sector driven initiatives (including Energy Efficiency Accelerators) to unlock finance and broker partnerships for energy efficiency and demand side solutions to be prioritized.</p> <p>SEforALL will create marketplace opportunities to connect diverse stakeholders, to create conversations in person and virtually, to demonstrate entrepreneurial leadership and to link the private sector with financiers, policymakers and global leaders.</p>	<ul style="list-style-type: none"> <li>SEforALL will expand its corporate partner network active in Sub Saharan Africa to support the delivery of SEforALL interventions, including the review of country IPs, targeting 5 major energy companies, 5 financial institutions, 2 data companies and circa 20 decentralized energy service companies (e.g. mini grid providers).</li> <li>SEforALL will conduct a preliminary scoping of private sector leadership on energy access and clean cooking.</li> <li>SEforALL will revise and update partnership agreements and develop joint work plans with clear activities and objectives for all four regional hubs, prioritizing Africa and Asia.</li> <li>SEforALL will improve stakeholder relationship management (RM) by improving our CRM system, guidelines and training.</li> <li>Working with UN Environment, UNIDO and our Energy Efficiency Hub, SEforALL will benchmark the design and execution of energy efficiency accelerators within the SEforALL network in order to more effectively scope activities, track outcomes, and identify resource requirements necessary for substantive contributions to shared objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Within one year, SEforALL and partners coalesce around a shared commitment to catalyzing actions on the ground, promoting leadership, and helping move national and sub national energy related strategies towards implementation.</li> <li>All four regional hubs are repurposed and functional with clear work plans and objectives in place.</li> <li>Focal point networks in Africa and other priority regions are identified, repurposed and activated for delivering on SEforALL 2019 21 objectives at country level.</li> <li>Regional centers in Africa are brought into the SEforALL regional hub network and activities.</li> <li>SEforALL is adequately represented and engaged in all four major Regional Hub events through the year.</li> <li>Benchmarking study identifies appropriate operating targets, scope, and ambition of the SEforALL energy efficiency accelerators.</li> <li>Unified annual work plan for energy efficiency activities with common branding is prepared and shared with the accelerator network.</li> </ul>	<ul style="list-style-type: none"> <li>SEforALL maintains relationships with partners and networks.</li> <li>Partners engage in the delivery of SEforALL interventions by providing financial support, collaborating with SEforALL partners, or through in kind work.</li> <li>SEforALL's private sector partners catalyzes change by: <ul style="list-style-type: none"> <li>Supporting financially or in kind work towards catalyzing action on the ground, promoting leadership, and helping move national and sub national energy related strategies towards implementation;</li> <li>Jointly delivering work towards SEforALL interventions; and/or</li> <li>Demonstrating corporate leadership towards SEforALL's objectives.</li> </ul> </li> <li>Accelerators meet or exceed expanded targets, scope, and ambition of work plans in line with agreed, measurable.</li> </ul>

## FOUNDATION 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	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Communications</b></p> <p>SEforALL will refine and implement an effective communications strategy that combines traditional and social media work, as well as public visibility and discourse influencing opportunities. To enable this, we will evaluate, streamline and grow the movement. To do this effectively we will undertake a number of strategic activities to increase the robustness of the communications operation and capacity to enable us to further support the achievement of SDG7.</p>	<ul style="list-style-type: none"> <li>SEforALL's communications team will provide support across all SEforALL interventions to deliver key messages, reach key decision makers, support partners, and grow the sustainable energy for all movement.</li> <li>SEforALL will enhance our storytelling function, expanding our use of video and non traditional media to showcase energy access voices and successes from around the world.</li> <li>SEforALL will undertake a benchmarking and profiling exercise in Q1 and develop audience personas to better target our outreach, further solidify our brand recognition and enhance impact.</li> <li>SEforALL will devise an updated communications strategy in Q1 that reflects the changing dynamics of the energy sector.</li> <li>SEforALL will continue improving the SEforALL website in 2019 and establish a new webinar platform to enhance communication with and in support of partners and the sustainable energy for all movement.</li> <li>SEforALL will produce and publish the SEforALL 2018 Annual Report.</li> <li>SEforALL will work with partners to produce a celebration of success (Seven for 7) during the UN Secretary General's Climate Summit in September.</li> <li>SEforALL will provide communications support to the Shine Campaign to increase energy access investments from the faith and philanthropic communities.</li> </ul>	<ul style="list-style-type: none"> <li>SEforALL will have a clear evidence base, with simple metrics, to enable it to better plan its outreach and engagement activity.</li> <li>SEforALL will have an updated communications strategy that reflects the changing dynamics of the energy sector and media landscape to better support the work of the organization.</li> <li>This will lead to more effective communication campaigns.</li> <li>SEforALL engages more effectively with audiences to engender change.</li> <li>SEforALL website is a more effective tool for key audiences with higher page penetration rates and enhanced user journeys. This will not only increase understanding of SEforALL's activities but also ensure closer alignment with partners such as our hubs.</li> <li>SEforALL staff have enhanced their capacity to communicate with key audiences.</li> <li>SEforALL's story telling capability is expanded and improved.</li> </ul>	<ul style="list-style-type: none"> <li>Global leaders in the SDG7 movement receive critical, dependable, timely and motivating information from SEforALL.</li> <li>The outcomes relevant to 1 year remain pertinent to the future years. In particular, SEforALL continues to: <ul style="list-style-type: none"> <li>Improve reach and impact of SEforALL messages</li> <li>Increase reach of our social media and other non traditional media and outreach platforms</li> <li>Increase reach of our website</li> <li>Increase reach of our media coverage.</li> </ul> </li> </ul>

## FOUNDATION SEforALL FORUM AND OTHER EVENTS

SEforALL Forum and other events are landmark gatherings celebrating and advancing innovation and action in the global sustainable energy movement.

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>SEforALL Charrettes</b></p> <p>For 2019, SEforALL will convene an inclusive, well structured, and well curated set of charrettes to address specific challenges on 1) Data and Evidence and 2) Finance in order to identify collaborations and actions to increase velocity down the critical path to SDG7.</p>	<ul style="list-style-type: none"> <li>SEforALL will plan, organize and implement the 2019 Charrettes, accommodating approximately 300 people over 3 days, ensuring it is an inclusive, gender balanced and regionally diverse group of experts and influencers relevant to the problem statements and questions being worked on.</li> <li>Through the event, SEforALL will identify and coordinate actions within the SEforALL movement and among Hubs, Accelerators and Delivery Partners.</li> <li>SEforALL will use the outcomes and key messages to inform the 2019 UNSG Climate Summit and the 2020 SEforALL Forum.</li> </ul>	<ul style="list-style-type: none"> <li>Intensive inquiry takes place around specific problems constraining more rapid movement down the critical path to SDG7.</li> <li>New voices and new perspectives from diverse backgrounds and sectors are heard and contribute to new thinking and approaches.</li> <li>Pathways forward are identified and agreed for where collaboration for results is needed and can be achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Leaders in government, business, finance, and civil society form new collaborations and take new approaches to achieve SDG7.</li> <li>Actions identified during the Charrettes are implemented and contribute to increased velocity on the path to SDG7.</li> <li>New leaders from diverse backgrounds and sectors are active in the sustainable energy movement.</li> </ul>
<p><b>Regional and Joint Events</b></p> <p>SEforALL will jointly convene with partners and collaborate with regional hubs on events to showcase progress, share regional stories of success and inform decision makers on SDG7 progress and objectives.</p>	<ul style="list-style-type: none"> <li>SEforALL will contribute to and help shape agendas for SEforALL hub events, support SEforALL representation at the events, and sponsor key attendees who would not otherwise be able to attend.</li> <li>SEforALL will jointly organize a Seven for 7 type event on the sidelines of the UN Secretary General's Climate Summit in 2019.</li> <li>SEforALL will jointly organize a regional hub event in Africa in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Participants learn about the progress of SEforALL regional hub and partner activities.</li> <li>Participants receive access to knowledge on important aspects of achieving SDG7, specifically tailored to the realities of a region.</li> <li>Participants make new connections with leaders from across sectors and from other regions.</li> <li>Participants are motivated to take action in advancing the progress towards SDG7.</li> <li>Participants understand what is necessary to move forward with the sustainable energy for all agenda at the country and regional level.</li> </ul>	<ul style="list-style-type: none"> <li>Regional leaders and key stakeholders continue to see SEforALL and its hubs as a platform that convenes partners, builds momentum and shares regionally tailored scalable solutions.</li> <li>New leaders in the sustainable energy field attend regional events as a key venue for sharing their learnings with others.</li> <li>Leaders in government, business, finance, and civil society are motivated to work collaboratively on solutions that can drive progress and acceleration action towards achieving SDG7.</li> </ul>



## OPERATIONS

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

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Governance</b></p> <p>SEforALL is established as a non profit, Quasi International Organization in Austria and remains compliant with the statutory framework.</p> <p>Support is provided to the SEforALL Administrative Board to ensure effective decision making, oversight and the provision of guidance for SEforALL management, as well as facilitating relationships with interest groups.</p>	<ul style="list-style-type: none"> <li>• Support Administrative Board governance and oversight, including board expansion.</li> <li>• Support the Funders' Councils.</li> <li>• Support and regularly meet with Group of Friends of SEforALL.</li> </ul>	<ul style="list-style-type: none"> <li>• SEforALL administrative board is equipped with the knowledge, skills, and experience needed to support SEforALL in making their interventions stronger.</li> <li>• SEforALL has a positive and collaborative relationship with Funders' Council.</li> </ul>	<ul style="list-style-type: none"> <li>• SEforALL administrative board continues to support SEforALL strategic decisions.</li> <li>• SEforALL maintains a positive relationship with Funders' Council.</li> </ul>
<p><b>Administration</b></p> <p>SEforALL administration provides efficient and effective operational support for the implementation of interventions.</p>	<ul style="list-style-type: none"> <li>• SEforALL is provided with efficient financial management, HR, procurement, travel, IT and operationa support.</li> <li>• Produce SEforALL 2018 financial statements for audit.</li> <li>• Develop an SEforALL People Strategy, including Employee Value Proposition, elements of an HR strategy, and improved performance management.</li> <li>• Effective planning of staff resources, procurement, and travel, integrated with work plan and budget.</li> <li>• Identify, procure, and move into new office premises in Vienna.</li> </ul>	<ul style="list-style-type: none"> <li>• Unqualified 2018 Audit Report.</li> <li>• Administration integrates HR strategy and new Employee Value Proposition into operations activity.</li> <li>• SEforALL commit to a diverse, inclusive and value driven culture.</li> <li>• SEforALL implements effective workforce planning process and processes and guidelines on each stage of the employee life cycle.</li> <li>• SEforALL commits to effective HR service delivery excellence across the entire employee lifecycle.</li> <li>• SEforALL invests in Management Development.</li> <li>• SEforALL has office space with sufficient capacity for growth, providing an efficient, flexible, collaborative work environment.</li> </ul>	<ul style="list-style-type: none"> <li>• SEforALL continues to operate efficiently, implementing and monitoring financial, human resource and operational activities.</li> </ul>
<p><b>Resource Mobilization</b></p> <p>Our Partnerships Team, Executive Office and administration work together to ensure that SEforALL's work is adequately resourced from a diverse group of aligned funders, including sovereign, philanthropic and corporate entities.</p>	<ul style="list-style-type: none"> <li>• Continue to support Funding Partners' engagement through building increased transparency and consultation.</li> <li>• Identify new sources of funding, including outside of traditional sovereign funding partners.</li> <li>• Approach sponsors and partners for the SEforALL Charets , Forum and other events in a timely fashion (prior Financial year) to allow for budgeting sponsor contributions.</li> </ul>	<ul style="list-style-type: none"> <li>• SEforALL's 2019 work plan is adequately resourced.</li> <li>• We have engaged our Board and Funders Council in developing our resource base where appropriate.</li> <li>• SEforALL diversifies funding portfolio.</li> <li>• SEforALL develops new relationships to funders.</li> <li>• Funders see the value in SEforALL interventions.</li> </ul>	<ul style="list-style-type: none"> <li>• SEforALL's 2020 2021 work plan is adequately resourced and SEforALL's global team has been able to support the resource base for our Hubs and Accelerators where possible.</li> <li>• Funders understand the value and impact of SEforALL interventions.</li> <li>• SEforALL develops a protocol for increasing transparency for funders.</li> </ul>

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Monitoring, Evaluation and Learning (MEL)</b></p> <p>SEforALL's MEL work ensures that SEforALL monitors its resources, its activities, and its results. It provides periodic assessments and analyses to guide and accompany the implementation of SEforALL's interventions. The information generated from monitoring and evaluation is further used to reflected upon and to improve SEforALL's performance.</p>	<ul style="list-style-type: none"> <li>• Monitor activities and interventions.</li> <li>• Produce SEforALL's 2018 Annual Monitoring Report.</li> <li>• Develop SEforALL Results Framework.</li> <li>• Facilitate learning activities such as After Action Reviews.</li> <li>• Develop MEL capacity of SEforALL staff through training, mentoring, and on the job training.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved performance of SEforALL through implementation of lessons learned from: 2017 internal monitoring report; Universalialia 2018 formative evaluation; EU summative evaluation; etc.</li> <li>• SEforALL team members value monitoring as a tool for learning.</li> <li>• SEforALL team members have the necessary skills to monitor their own interventions.</li> </ul>	<ul style="list-style-type: none"> <li>• Continual improvement of SEforALL interventions.</li> <li>• SEforALL continues acquiring lessons from interventions, internal monitoring results, and evaluations.</li> <li>• All SEforALL team members engage in the monitoring of their own interventions.</li> </ul>



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

