

**SUSTAINABLE ENERGY FOR ALL**

STRATEGIC FRAMEWORK FOR RESULTS | 2016-21

June 2016



**GOING FURTHER,  
FASTER - TOGETHER**



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Lumos, Novozymes, Organization of the Petroleum Exporting Countries, Oxfam, Packard Foundation, Pakistan, Palau, Power Africa, Practical Action, Rockefeller Foundation, Roundtable on Sustainable Biomaterials, Royal DSM NV, Russian Federation, Self Employed Women's Association, Shell, Shell Foundation, South Africa, Statoil, Sun Edison, Sustainable Bioenergy High Impact Opportunity, Sweden, Thailand, The Energy and Resources Institute, Total, United Arab Emirates, United Kingdom, United Nations Department for Economic and Social Affairs, United Nations Development Programme, United Nations Environment Programme, United Nations Food and Agriculture Organization, United Nations Foundation, United Nations Industrial Development Organiza-

tion, United Nations Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, United Nations Women, United States, Virgin Unite, Wallace Foundation, Wallace Global Fund, World Bank Group, World Business Council for Sustainable Development, World Energy Council, World Health Organization, World Economic Forum and the World Wildlife Fund.

We are grateful to SEforALL Advisory Board members, the SEforALL Administrative Board and other SEforALL partners for their guidance and advice during the drafting of this **Strategic Framework for Results**.

# PREAMBLE

This **Strategic Framework for Results** (2016-21) aims to provide strategic direction to the Sustainable Energy for All platform and its partners that operate on a global basis. It focuses on how to move further, faster in the coming five years towards the delivery of SEforALL's three, 2030 objectives:

- Ensure universal access to modern energy services
- Double the global rate of improvement in energy efficiency
- Double the share of renewable energy in the global energy mix

It is framed in the context of agreements reached on the 2030 Agenda for Sustainable Development, including Sustainable

Development Goal 7 (SDG 7) on energy and the Paris Agreement on climate change.

The **Strategic Framework for Results** was developed based on consultation with SEforALL's partners and key stakeholders from the public and private sector, the United Nations, development banks and financiers, international and civil society organizations, and others engaged in energy sector development. It is presented for discussion by SEforALL's Advisory Board, which is co-chaired by the UN Secretary-General and the President of the World Bank Group.

The SEforALL platform will be supported by SEforALL's global team that is being established as

a Quasi-International Organization headquartered in Vienna. A Business Plan will be developed for the global team to implement key elements of this **Strategic Framework for Results**. It will translate high-level actions to influence leaders toward specific outcomes and will be underpinned by a results framework. The global team's work plans and resources will be aligned with the Business Plan, which will be presented to the Administrative Board of the Quasi-International Organization for approval in October 2016. The Business Plan will be developed in close consultation with SEforALL's public, private and civil society partners. It will be reviewed and updated annually.





# EXECUTIVE SUMMARY

## GOING FURTHER, FASTER - TOGETHER:

## A STRATEGIC FRAMEWORK FOR RESULTS | 2016-21

### The world has changed.

In September 2015, the world's leaders came together to agree upon 17 Sustainable Development Goals (SDGs). One of those goals, SDG 7, calls for us to secure access to affordable, reliable, sustainable and modern energy for all by 2030.

Three months later, at the 2015 Paris Climate Conference (COP21), 195 nations negotiated an historic climate agreement—one that declared that not only do we need to hold the increase in the global average temperature to “well below 2°C above pre-industrial levels” but we also need to pursue efforts to limit the temperature increase to 1.5°C.

And then, on Earth Day in April 2016, 174 countries and the European Union met at the United Nations in New York City to sign the historic Paris Climate Change Agreement. UN Secretary-General Ban Ki-moon said, “Today, we are signing a new covenant for the future.”

### It is now time to move from agreements to action.

To meet SDG 7, Sustainable Energy for All (SEforALL) will work to advance progress on its three 2030 objectives:

- Ensure universal access to modern energy services
- Double the share of renewable energy in the global energy mix
- Double the global rate of improvement in energy efficiency

Sustainable Energy for All empowers leaders to broker partnerships and unlock finance to achieve universal access to sustainable energy as a contribution to a cleaner, just and prosperous world for all. It connects stakeholders, marshals evidence, benchmarks progress, amplifies the voices of its partners and tells stories of success. As a global platform, SEforALL lifts up the great work of others. It demonstrates the art of the possible. It makes connections and investments happen. It produces measurable results.

Ensuring access to affordable, reliable, sustainable and modern energy for all is critical in delivering not only SDG 7—but for all of the other SDG goals, as well. And as a global community, we are simply not moving fast enough to meet the challenge. Some 1.1 billion people do not have access to electricity and 2.9 billion people do not have access to clean cooking. Progress on energy efficiency is at two-thirds the required rate. We need to double the share of renewables in the energy mix. And finance flows are at one-third of the \$1.0-1.2 trillion per year required to meet all three of SEforALL's objectives by 2030.

### The good news is that we can pursue all three objectives at once. In fact, we must.

Efficiency and renewables, combined, will offer us an energy system that takes up less planetary space and keeps emissions to levels that allow us to fulfil the Paris Agreement. At the same time, efficiency in demand and renewable technologies allows us

to front-load our effort to meet the energy access goal. Decentralized clean energy business models powering super-efficient devices mean that the “last person” can now be the first person we reach with energy services.

### Here's how SEforALL will help its partners to go further, faster:

- Every country matters—and within it regions, cities and communities. SEforALL will strengthen engagement with leaders where there is a need to make swifter progress and it can effect change. In consultation with its partners, SEforALL will use country “heat maps” to guide its engagement.
- SEforALL will work with others to help countries achieve their goals, rapidly translate concepts to action at scale and improve the conditions so public and private financing is more likely to flow to energy efficiency, renewable energy and energy access. SEforALL will support national plans and processes so that the partnerships and dialogue essential for an in-

tegrated approach to achieving all three goals lead to greater investment and earlier results. And SEforALL will help identify policy that can accelerate finance flows and support action.

- SEforALL will work through its Regional Hubs and local partners to enhance efforts, resources and capacity to develop robust, bankable project pipelines. It will support countries in building an enabling environment and managing risks, so they are able to catalyze private sector engagement and make real progress in driving forward innovations that can unlock the right types of capital at the right time. SEforALL will focus on financing approaches that will support access for the poorest and most marginalized people—especially women and girls.

- At the forefront of its efforts, SEforALL will catalyze action on access. It will provide sustained support to ensure countries take an integrated electrification planning approach that embraces both grid connec-

tions and decentralized solutions. SEforALL will address the creditworthiness of off-takers and immature markets and address issues of affordability for high upfront investments.

- To that end, SEforALL will help build coalitions of partners in-country to support local capacity, address integrated planning and help mobilize financial and technical resources so rapid results are achievable and decentralized solutions are realized to move innovative solutions forward at scale.

- SEforALL will empower leaders to take an “energy efficiency first” approach. SEforALL will help leaders make the case for efficiency as part of a broader effort to improve energy productivity by focusing on holistic energy systems design and promoting widespread investment in energy efficiency technologies and services. It will consider what the most effective delivery agents for change are and will focus on cities as loci for speeding results.





- SEforALL will help leaders scale-up renewables by leveraging the work of its partners—and telling stories of success about centralized and decentralized renewable energy solutions, new financing and business models and supportive and effective policy innovation. SEforALL will build the partnerships to support the continued development, and implementation, of global and national roadmaps that demonstrate how we can double the share of renewables in the global energy mix.

- SEforALL will take an inclusive, people-centered approach. The transition to sustainable energy must not leave workers or the most vulnerable behind.

SEforALL will amplify the voices of the energy poor, so that their perspectives are incorporated into the processes and business models designed to meet their needs. SEforALL will promote approaches that strive to target the very poorest, who will not be reached by business-as-usual methods.

- SEforALL will work actively with firms and groups that engage women across the energy value chain, ensuring that women are full participants in energy solutions and advocating for better gender diversity on the boards of energy companies, in management and across the workforce.

- SEforALL will build on and align its Hubs with this strate-

gic framework. High Impact Opportunities are invited to focus on results in the short- and medium-term and to think of themselves as Accelerators. New strategic partnerships will be created where there is a clear need. These partnerships will position SEforALL as a one-stop-shop for countries, cities and firms seeking support for their work on the energy transition.

- SEforALL will broker conversations and partnerships that bring leaders together who may not easily find each other to engage around questions that they may not normally ask themselves. A light, simplified and inclusive partnership structure will be established. All

partners of SEforALL will be invited to establish clear goals for their engagement.

- SEforALL will keep the spirit of the UN Secretary-General's call-to-action alive. It will continue to nurture a strong and structured relationship with the UN system—with its unique convening power and reach. This will be supported through a relationship agreement with the UN, the role of the Special Representative of the Secretary-General, partnering with UN agencies and bodies and contributing to reporting on SDG 7 progress. SEforALL will support the United Nations Framework Convention on Climate Change (UNFCCC), and continue its support of the Lima-Paris Action Agenda (LPAA).

- The SEforALL platform will be supported by a global team that acts as an “engine room” for the wider energy movement. It will develop a business plan to repurpose its work to best support and advance the work of partners. The business plan will include a results framework with a set of clear targets to track its progress and ensure it delivers on guidance from the SEforALL Advisory Board.

We have reached an inflection point.

The world's leaders have stepped up and agreed to an agenda that will achieve sustainable development while tackling climate change—and SEforALL is responding.

Advocacy for SEforALL's goals sparked a movement—and brought together governments, companies, investors, communities, cities and people to call for action. Now SEforALL is working to turn this movement into a driving action.

The Charter of the United Nations begins with “We the peoples...”

We the peoples have determined that there should be affordable, reliable, sustainable and modern energy for all.

We the peoples understand that “all” means everyone.

And, we the peoples know that together we can go further, faster.

We are Sustainable Energy for All.

Because no one must get left behind.

# ABBREVIATIONS

<b>°C</b>	Degrees Celsius	<b>EE</b>	Energy Efficiency
<b>%</b>	Percent	<b>ESMAP</b>	Energy Sector Management Assistance Program
<b>\$</b>	US Dollars	<b>EU</b>	European Union
<b>AA</b>	Action Agenda	<b>FAO</b>	Food and Agricultural Organization
<b>ADB</b>	Asian Development Bank	<b>G20</b>	Group of Twenty (major economies)
<b>AELG</b>	Africa Energy Leaders Group	<b>GACC</b>	Global Alliance for Clean Cookstoves
<b>AfDB</b>	African Development Bank	<b>GDP</b>	Gross Domestic Product
<b>ASEAN</b>	Association of South East Asian Nations	<b>GEF</b>	Global Environment Facility
<b>C2E2</b>	Copenhagen Center for Energy Efficiency	<b>GHG</b>	Greenhouse Gas
<b>C40</b>	Cities Climate Leadership Group	<b>GTF</b>	Global Tracking Framework
<b>CEM</b>	Clean Energy Ministerial	<b>GTF2015</b>	Global Tracking Framework, 2015 publication
<b>CEO</b>	Chief Executive Officer	<b>GW</b>	Giga Watts
<b>CIF</b>	Climate Investment Funds	<b>GWP</b>	Global Water Partnership
<b>COP21</b>	Twenty-First Session of the Conference of Parties to the UNFCCC	<b>GVEP</b>	Global Village Energy Partnership International
<b>CSO</b>	Civil Society Organization	<b>HIO</b>	High Impact Opportunity
<b>DFI</b>	Development Finance Institution	<b>IADB</b>	Inter-American Development Bank
<b>e.g.</b>	For Example	<b>IAEG-SDG</b>	Interagency Expert Group on SDGs
<b>EBRD</b>	European Bank for Reconstruction and Development	<b>ICLEI</b>	International Council for Local Governments for Sustainability
<b>EC</b>	European Commission	<b>IDB</b>	Inter-American Development Bank
<b>ECOSOC</b>	United Nations Social and Economic Council	<b>IEA</b>	International Energy Agency
<b>ECOWAS</b>	Economic Community of West African States	<b>IIASA</b>	International Institute for Applied Systems Analysis
<b>ECREE</b>	ECOWAS Center for Renewable Energy and Energy Efficiency	<b>INDC</b>	Intended Nationally Determined Contribution

<b>IOA</b>	Institutional and Organizational Assessment	<b>SDG</b>	Sustainable Development Goal
<b>IP</b>	Investment Prospectus	<b>SDG 5</b>	Sustainable Development Goal on Gender Equality
<b>IPEEC</b>	International Partnership for Energy Efficiency Cooperation	<b>SDG 7</b>	Sustainable Development Goal on Energy
<b>IRENA</b>	International Renewable Energy Agency	<b>SEforALL</b>	Sustainable Energy for All
<b>KfW</b>	KfW Development Bank	<b>SRSG</b>	Special Representative of the United Nations Secretary-General
<b>KPI</b>	Key Performance Indicator	<b>TERI</b>	The Energy and Resources Institute
<b>LPG</b>	Liquid Petroleum Gas	<b>UK DFID</b>	United Kingdom Department for International Development
<b>LSMS</b>	Living Standards Measurement Study	<b>UN</b>	United Nations
<b>MDB</b>	Multilateral Development Bank	<b>UN DESA</b>	United Nations Department for Economic and Social Affairs
<b>MTF</b>	Multi-tier Framework	<b>UNDP</b>	United Nations Development Programme
<b>NDC</b>	Nationally Determined Contribution	<b>UNEP</b>	United Nations Environment Programme
<b>NEPAD</b>	New Partnership for Africa's Development	<b>UNEP Riso</b>	United Nations Environment Programme Riso Center
<b>NORAD</b>	Norwegian Agency for Development Corporation	<b>UNF</b>	United Nations Foundation
<b>OECD</b>	Organisation for Economic Cooperation and Development	<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>OLADE</b>	Organizacion Latinoamericana de Energia	<b>UNIDO</b>	United Nations Industrial Development Organization
<b>OPEC</b>	Organization of Petroleum Exporting Countries	<b>UNOPS</b>	United Nations Office for Project Services
<b>OPIC</b>	Overseas Private Investment Corporation	<b>UNOV</b>	United Nations Office at Vienna
<b>PPP</b>	Purchasing Power Parity	<b>UNSG</b>	United Nations Secretary-General
<b>PMDU</b>	Prime Minister's Delivery Unit	<b>US</b>	United States
<b>PEMANDU</b>	Performance Management Delivery Unit	<b>USAID</b>	United States Agency for International Development
<b>QIO</b>	Quasi-International Organization	<b>W-AELG</b>	West Africa Energy Leaders Group
<b>R20</b>	Regions of Climate Action	<b>WB</b>	World Bank
<b>RAGA</b>	Rapid Assessment and Gap Analysis	<b>WEC</b>	World Energy Council
<b>RE</b>	Renewable Energy	<b>WHO</b>	World Health Organization
<b>REmap</b>	IRENA's Renewable Energy Map		
<b>REN21</b>	Renewable Energy Network for the 21st Century		
<b>RISE</b>	Readiness for Investment in Sustainable Energy		



1  
CONTEXT





Sustainable Energy for All (SEforALL) was established as a global initiative by United Nations Secretary-General Ban Ki-moon in September 2011, with the mandate to develop a vision for sustainable energy that balanced poverty and climate change challenges and convened stakeholders around its delivery. This multi-stakeholder platform has been promoting and supporting new collaborative approaches for governments, business and civil society to work together towards achieving three interlinked objectives by 2030:

- Ensure universal access to modern energy services
- Double the global rate of improvement in energy efficiency
- Double the share of renewable energy in the global energy mix

Its hybrid structure allows engagement and voice from State and non-State actors, and provides a bridge across the development and climate change agendas.

## 1.1 TODAY'S LANDSCAPE

Despite recent advances in scaling up the deployment of renewables, extending electrification and increasing energy productivity, actions continue to fall significantly short of what is needed to provide affordable, reliable, sustainable and modern energy services for the 1.1 billion people who lack access to electricity and the 2.9 billion people who lack access to clean cooking,

and to address climate change. A range of challenges impedes progress, spanning issues of inertia, capacity, policy, regulation and finance, among others. If we continue to address energy needs at a business-as-usual pace, we put at risk the delivery of other interdependent development goals, including those for poverty eradication, growth, food, water, education, health, gender and the environment.

SEforALL is uniquely placed to take on the assignment as an action oriented, energy-focused international platform that works on the inter-related challenges of sustainable development, energy and climate change. SEforALL is dedicated to help the global community deliver universal access to modern energy services by 2030. SEforALL will focus specifically on activities that help a cross section of leaders—from government, business and civil society—chart and navigate a course that ensures equitable access to sustainable development, promotes economic growth and the eradication of poverty, and fosters an effective long-term global response to climate.

SEforALL has come a long way since its establishment. It has helped to build momentum and awareness around the goal of affordable, reliable, sustainable and modern energy for all. The United Nations declared 2014-24 the United Nations Decade of Sustainable Energy for All. The Secretary-General appointed a Special Representative for Sustainable Energy for All to spearhead activities for the Decade and the initiative overall.

2015 was a turning point. Landmark agreements included the Addis Ababa Action Agenda, the 2030 Agenda for Sustainable Development<sup>1</sup> and the Paris Agreement on climate change. These universal, people-centered, and transformative agreements set the course for a sustainable world where energy is a powerful catalyst central for their achievement and necessary for a just transition to occur. The advocacy and outreach by SEforALL and its partners—founded on sound technical and political analysis—are key contributors to these agreements.

The Addis Ababa Action Agenda recognized SEforALL's country-focused work over the past years “as a useful framework, including its regional hubs, and the development of action agendas and investment prospectuses at country level” and called for action through “...partnerships and leveraging development banks.”

The 2030 Agenda for Sustainable Development established the first-ever universally agreed goal on energy: Sustainable Development Goal 7 (SDG 7).<sup>2</sup> SDG 7 aims to ensure universal access to affordable, reliable, sustainable and modern energy by 2030. SDG 7 is seamlessly aligned with the goals of SEforALL.

Most sustainable development goals (SDGs) depend on achieving progress on energy; 125 of 169 targets included in the SDGs are linked to energy<sup>3</sup>. It is therefore imperative to deliver access to sustainable energy early to support the realization of other SDGs by 2030.

In the Paris Agreement, 195 nations acknowledged “the need to promote universal access to sustainable energy, in particular in Africa, through the enhanced deployment of renewable energy.” It set the ambition to hold the increase in the global average temperature rise to “well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels.” Ninety-nine percent<sup>4</sup> of the Intended Nationally Determined Contributions (INDCs) submitted as of April 2016 outline national efforts to address emissions in the energy sector, the most cited action area. Many include efforts to address renewable energy, energy efficiency and/or energy access.

## 1.2 SEforALL'S JOURNEY

With these agreements setting the destination, SEforALL is now getting ready to help shift course towards implementation that ensures the early delivery of the energy objectives to support the delivery of other Sustainable Development Goals, taking into account the imperatives of a just transition of the workforce. This **Strategic Framework for Results** lays out SEforALL's strategic approach to do this.

Operating under the leadership of the UN Special Representative for Sustainable Energy for All, the initiative brought multiple stakeholders together—governments, development banks, the private sector, investors, civil society, and international institutions—under a single umbrella and with strategic guidance of the Advisory Board. This multi-stakeholder approach was intentionally designed to give non-State actors (i.e., leaders from business and civil society) equal

footing in the initiative. Many formal and informal partnerships formed—Regional<sup>5</sup> and Thematic<sup>6</sup> Hubs, High Impact Opportunities,<sup>7</sup> Advisory Board Committees—as SEforALL's structure evolved with mounting interest. Partner relationships had varying degrees of clarity. Among these, the Knowledge Hub—hosted by the World Bank in collaboration with other partners<sup>8</sup>—was instrumental in benchmarking progress towards SEforALL's goal,<sup>9</sup> providing valuable contributions to the intergovernmental process as indicators are set to measure SDG 7.

Over these four years, more than 106 countries engaged with SEforALL, providing financial or in-kind contributions or working on tailored national strategies and investment plans to deliver on SEforALL's objectives. To date, 68 rapid assessment and gap analyses taking stock of energy sector development at the national level have been developed. Work is underway and/or finalized on 36 Action Agendas (AAs) to lay out a nationally tailored approach to deliver SEforALL objective(s) and 26 Investment Prospectuses (IPs) to identify pipelines of investment projects and programs

footing in the initiative.

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<sup>3</sup> Global State of Energy Access, Synthesis Report 2016 (forthcoming).

<sup>4</sup> Aggregate effect of the intended nationally determined contributions: an update, Synthesis report by the secretariat, FCCC/CP/2016/2, May 2, 2016

<sup>5</sup> Four Regional Hubs hosted by regional development banks and regional partners champion activities in Africa, the Asia-Pacific, Europe and Central Asia, and Latin America and the Caribbean.

<sup>6</sup> Five Thematic Hubs for Renewable Energy, Energy Efficiency, Energy Efficiency Facilitation, Capacity Building and Knowledge champion activities globally and provide evidence and analytic support, knowledge exchange, outreach and benchmarking of the achievement of SEforALL objectives.

<sup>7</sup> Six active High Impact Opportunities (HIOs) convene public, private and civil society actors on a voluntary basis to exchange experience and learning on new and emerging topics such as clean energy mini-grid development, and clean cooking, among others.

<sup>8</sup> ADB, AfDB, CIF, Colorado State University, ESMAP, EC, FAO, GIZ, GACC, GWP, GVEP, IIASA, IADB, IEA (Note: IEA co-leads work on the Global Tracking Framework with the World Bank), International Network on Gender and Sustainable Energy, IPEEC, IRENA, KfW, Lighting Global, LSMS, NORAD, Practical Action, REN21, Stockholm International Water Institute, UK Aid, UK DFID, UN DESA, UNDP, UN Energy, UNEP, UNEP Riso Center, UNF, UNIDO, UN Statistics, UN Women, USAID, Winrock International, WB, WEC and WHO.

<sup>9</sup> Note – Work on the Global Tracking Framework consortium, co-led by the International Energy Agency and the World Bank, includes 22 other partners.

<sup>1</sup> Transforming Our World: the 2030 Agenda for Sustainable Development (A/RES/70/1), Third International Conference on Financing for Development.

<sup>2</sup> SDG 7 is accompanied by targets that call for universal access to modern energy services, a substantial increase in the share of renewable energy, a doubling in the rate of improvement in energy efficiency and means of implementation.



Box 1. SEforALL’s Relationship to the UN

SEforALL’s global team is in the process of gaining status as a Quasi-International Organization under Austrian Law and will maintain close relationships with the UN in the following three ways:

**The SEforALL Advisory Board.** Appointed by the UN Secretary-General, the Advisory Board provides strategic advice.

**The UN Special Representative of the Secretary-General (SRSG).** The UN Secretary-General appointed, Rachel Kyte, the CEO, as his Special Representative for Sustainable Energy for All. The SRSG will be able to maintain a personal and direct relationship with UN leadership.

**A relationship agreement with the UN** is being developed that will lay out how SEforAll and the UN will formally collaborate. For operational purposes, SEforALL has concluded an agreement with the UN Office for Project Services (UNOPS).

for financing. The AAs and IPs are supported by governments and can be used by their teams and SEforALL partners to support broader priority setting on policy initiatives and investment decisions to meet 2030 objectives. In many cases—and particularly in Africa—the AAs are framed as a national implementation framework for SDG 7. SEforALL is working with partners to ensure the AAs and IPs are fit-for-purpose and meet expressed goals of attracting the interest of public and private investors.

An Executive Committee helped shape a new long-term structure and legal personality for SEforALL to become a model of interaction that can bring public and private stakeholders effectively together in driving the sustainable energy agenda, while retaining a privileged relationship with the UN system. The SEforALL global team will be managed by the SEforALL Quasi-International Organization

with headquarters in Vienna, Austria. Guided by SDG 7, SEforALL’s new statutes will set out an effective governance structure that allows international engagement within the UN context as well as full participation of State and non-State actors. This will provide flexibility for interactions, funding and roles.

To maintain strong links with the United Nations, Rachel Kyte, the Chief Executive Officer (CEO) of SEforALL, has also been appointed as the Secretary-General’s Special Representative for Sustainable Energy for All. A relationship agreement with the UN is being established. Going forward, the Advisory Board will continue, appointed by the UN Secretary-General and co-chaired by the Secretary-General and the President of the World Bank Group. The UN Secretary-General will continue to advocate for the objectives of SEforALL all dialogues with key decision-makers.

The SEforALL CEO, reporting to governance bodies prescribed by the new statutes, will lead a network of partners providing ideas, energy and support toward implementation of SDG 7. Donors will be invited to strengthen their engagement including through a Donor Forum structured to offer an opportunity for dialogue with SEforALL on a regular basis.

With international agreement on development and climate change goals and a structure that enables quick decisions, SEforALL is poised to deliver results. This **Strategic Framework for Results** lays out SEforALL’s value proposition and strategic direction, centered on a high-functioning, partnership-based delivery model. Existing partnerships will be revisited with partners to ensure their optimized fit with the ambition necessary to achieve the internationally agreed goals.



Box 2. A Formative Evaluation of SEforALL

To inform the drafting of this **Strategic Framework for Results**, SEforALL contracted an independent evaluator to undertake a formative evaluation. The evaluation was framed as a rapid diagnostic and used the Institutional and Organizational Assessment (IOA) model as a conceptual framework to assess organizational performance in terms of its effectiveness, efficiency, relevance, and financial viability. Initial findings from the draft evaluation point to SEforALL’s history as a successful example of high-level advocacy and multi-stakeholder coalition building. The evaluation suggests SEforALL makes efforts to clarify its value proposition and business model, as well as the roles and responsibilities of SEforALL and its partners. See Annex 1.



# 2

## GOING FURTHER, FASTER - TOGETHER

### 2.1 PROGRESS TOWARDS SEforALL'S GOAL

Progress has been made in recent years across all three of SEforALL's 2030 objectives—delivering universal access to modern energy, doubling the rate of improvement of energy efficiency and doubling the share of renewables in the global energy mix. However, efforts continue to fall significantly short of what is needed in all areas.

The SEforALL Global Tracking Framework 2015 (GTF2015)—prepared by the International Energy Agency and the World Bank with a coalition of partners—takes stock of progress over 1990-2012. It is currently being updated and 2014-15 data will be released in the first half of 2017.

The GTF2015 shows that in 2012, 1.1 billion people still lacked access to electricity and 2.9 billion access to non-solid fuels for cooking.<sup>10</sup> The global electrification rate rose from 83 percent in 2010 to 85 percent, but access to non-solid fuels stagnated at 58 percent. Progress was almost exclusively confined to urban areas<sup>11</sup> and largely to Asia, while the majority of people lacking access were overwhelmingly concentrated in rural areas of Sub-Saharan Africa and developing Asia. Efforts to increase access to electrification, particularly in Africa, and clean cooking solutions struggled to keep pace with population growth. They will become more challenging as we go forward and seek to close the access gap for the “last mile.”

In the same year, the rate of reduction in energy intensity acce-

lerated substantially, reaching 1.7 percent per annum in 2012 compared to 1.3 percent for the period 1990-2010. Significant progress was made in developing countries in Asia and in industry. While global energy intensity declined, progress remained at only two-thirds of the rate needed (2.6 percent) to achieve the SEforALL objective by 2030. Over half of the top 20 energy consumers—mainly high-income countries recovering from recession and several large emerging economies—had significant intensity improvements over 2010-12. The energy intensity of industry improved in the same period as efficiency increased and as the share of output from energy-intensive products declined. Improvements were seen in transport as a result of fuel economy standards, in energy supply sectors due to declining midstream

FIGURE 1. PROGRESS TOWARDS SEforALL OBJECTIVES, HIGH IMPACT COUNTRIES<sup>12</sup>



**Note:** Growth rate calculation involves two parameters population with access and total population of the country.

**a.** Data from Sudan show a very high growth rate in access. This is not shown in the figure as it is due to a lower population in 2012 compared with 2010, resulting from the split with South Sudan.

**b.** Nigeria appears to have rapidly increased the use of modern solid biofuels; however, available data on solid biofuels, for modern or traditional uses, is still not accurate across most countries.

Source: International Energy Agency (IEA) and the World Bank. 2015. “Sustainable Energy for All 2015—Progress Toward Sustainable Energy” (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO

<sup>12</sup> The Global Tracking Framework (2013) identifies 20 high- impact countries for each of SEforALL's three objectives where delivery of the objective depends critically on progress being achieved by 2030.

<sup>10</sup> Note, going forward this indicator is being refined as part of the SDG 7 indicator process to reflect the “Percentage of population with primary reliance on clean fuels and technologies at the household level,” where “clean” is defined by WHO indoor air guidelines: household fuel combustion.

<sup>11</sup> International Energy Agency (IEA) and the World Bank. 2015. “Sustainable Energy for All 2015—Progress Toward Sustainable Energy” (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO.



losses in the natural gas industry and in electricity transmission and distribution. Many energy efficiency opportunities, however, remain untapped due to a lack of government commitment and challenges in accessing finance, knowledge and technologies.

The share of renewable energy in the world's total final energy consumption grew from 17.8 to 18.1 percent over 2010-12. Over this two-year period, there was a stronger uptake of renewable energy in electricity generation than in heat production and transport.

Declining technology costs<sup>13</sup> also helped foster growth in renewable energy consumption. The absolute increase of renewable energy consumption over the tracking period was primarily driven by progress in East Asia—and to a lesser extent the EU, Southeast

Asia and North America. The rate of progress over 2010-12 was significantly short of needs (36 percent), challenged by population growth and rising energy demand. Recent data released by IRENA,<sup>14</sup> however, shows that renewable generation capacity has continued to increase, rising by 152 GW or 8.3 percent alone during 2015. Overall, capacity has increased by about one-third over the five years from 2010 due largely to new installations of wind and solar energy. Over 80 percent of renewable capacity is in Asia, Europe and North America. REN21's Renewables 2016 Global Status Report highlights that 2015 saw "the largest annual increase ever."

As of 2012, investment flows across the world totalled \$400 billion a year, or one-third of the \$1.0-\$1.2 trillion a year needed to meet the three SEforALL objectives. The majority of these resources are for energy efficiency and renewable energy.

With the current level of activity, we will be unable to close the energy access gap and, without making such progress, we directly put at risk the achievement of other sustainable development goals. It is imperative that access to sustainable energy is delivered early to support the achievement of other SDGs by 2030.

There are opportunities to close the access gap through a mix of

grid-connected and decentralized approaches that improve efficiency and are sustainable. Energy efficiency is twinned with the drive for access, reducing the need for power demand. It is essential throughout the global economy but especially in high-energy-consuming countries where substantial contributions can come from transport, industry, buildings and energy services. Energy efficiency can also help bring SEforALL's renewable objective within reach. If overall energy consumption can be stabilized at current levels while providing more energy services (e.g. through efficiency gains), the renewable energy goal can be achieved much more easily. This will still need stronger efforts on the supply side by those deploying or in the process of deploying renewables and a concerted effort to move away from conventional technologies and improve the efficiency of electricity systems.<sup>15</sup>

Our collective challenge going forward is how to translate into results the vision embodied in SEforALL, SDG 7 and the Paris Agreement, where 99 percent of INDCs outline efforts to address greenhouse gas emissions from the energy sector. There are countries taking leadership and developing strategies and investment plans to meet these goals. But to move from plans to implementation and deliver across

multiple agendas in a way that is resilient to economic and political changes will require greater coordination and collaboration across initiatives, instruments and investments and the emergence of new, non-traditional partnerships.

We need to increase the level of ambition to go beyond business-as-usual development. We need to take a systemic approach to energy development that embraces energy supply and demand solutions. In a number of markets, however, leaders are constrained. While information and knowledge of new innovations or the progress of others is available it could be more broadly disseminated. Further, while there is financing for renewable and energy efficiency, there seem to be fewer sources of financing willing to bear the risks that would enable "crowding-in" of capital in many SEforALL priority countries. Nor are there enough funds to help prepare a pipeline of critical SEforALL (or SDG or NDC energy) investments. SEforALL can work with partners to provide leaders with access to the right information and serve as the connective tissue between key stakeholders. SEforALL can empower them to move faster and more effectively towards a sustainable energy transition that is underpinned by decisions that leverage finance for near-term, scaled-up action.

FIGURE 2. SUMMARY OF PROGRESS TOWARDS SEforALL OBJECTIVES AND FINANCING NEEDS

Year	Universal access to modern energy services		Doubling global rate of improvement of energy efficiency	Doubling share of renewable energy in global mix
	Electrification	Cooking	Energy efficiency	Renewable energy
1990	76	47	-1.3	16.6
2010	83	59	-1.3	17.8
2012	84.6	58.4	-1.7	18.1
2030 (projected)	89	72	-2.2 <sup>a</sup>	24
2030 (target)	100	100	-2.6	36

a. Projections consider the New Policies Scenario of the IEA's World Energy Outlook (2014).  
Source: International Energy Agency (IEA) and the World Bank. 2015. "Sustainable Energy for All 2015—Progress Toward Sustainable Energy" (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO

Annual Investment	Universal access to modern energy services	Universal access to modern energy services	Doubling global rate of improvement of energy efficiency	Doubling share of renewable energy in global mix	
Source	Electrification	Cooking	Energy efficiency	Renewable energy	Total
Actual for 2012 <sup>b</sup>	9	0.1	130	250	397
Required to 2030 <sup>c</sup>	45	4.4	560	442-650	1.051-1.259
Gap	36	4.3	430	184-392	654-862

a. This is the range for significantly increasing the share of renewable energy in total final energy consumption.  
b. The total assumes 2010 investment in access figures for 2012.  
c. Estimates are derived from various sources: Energy access, electrification: SEforALL Finance Committee Report, World Bank (2014); Energy access, cooking: Energy for All Scenario, WEO (IEA, 2012); Energy efficiency: 450 scenario, WEO (IEA, 2014); Renewable energy lower bound: WEO 450 (IEA, 2014), corresponds to a 29.4 percent renewable energy share in total final energy consumption by 2030; Renewable energy upper bound: REmap 2030 (IRENA, 2014), corresponds to a 36 percent renewable energy share in total final energy consumption by 2030.  
Source: International Energy Agency (IEA) and the World Bank. 2015. "Sustainable Energy for All 2015—Progress Toward Sustainable Energy" (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO

<sup>13</sup> Solar PV saw rapidly declining costs, with PV module prices halving between 2010 and 2012. GTF 2015.

<sup>14</sup> Renewable Capacity Highlights, International Renewable Energy Agency, 6 April 2016.  
<sup>15</sup> The International Renewable Energy Agency (IRENA) and the Copenhagen Centre on Energy Efficiency (C2E2) recently published a joint study on this issue – IRENA and C2E2 (2015), Synergies between renewable energy and energy efficiency, Working paper, IRENA, Abu Dhabi and C2E2, Copenhagen.



## 2.2 SEforALL'S VALUE PROPOSITION

*Sustainable Energy for All empowers leaders to broker partnerships and unlock finance to achieve universal access to sustainable energy, as a contribution to a cleaner, just and prosperous world for all*

Ensuring everyone has access to sustainable energy by 2030, in a way that provides equal opportunity, is a formidable challenge. Rising to this challenge will require leadership of all kinds—from governments, companies, institutions, financiers, development banks, unions and communities, entrepreneurs and civil society, to name a few.

SEforALL will engage these leaders and, through its platform and network, provide a neutral space for new and sometimes difficult conversations that can foster decisions and actions to move further, faster towards 2030 objectives. We can help support governments in bringing all sectors of the economy on board and addressing the social, gender and equity implications of transitioning the workforce.

Working with partners, SEforALL will connect leaders to the knowledge of what's needed and when, what is working well and why. SEforALL will shed light on the progress being made by the international community and bring attention to areas where strengthened engagement and action is needed to ensure we stay on course to meet 2030 objectives.

Together this will help **empower leaders** to:

- **Broker partnerships** and conversations across the public and private sectors and civil society that can jumpstart progress. SEforALL will help identify and connect partners that can support the creation of the enabling environments<sup>16</sup> or the innovative approaches and business models that they can quickly scale and replicate.

SEforALL will help leaders broker partnerships that support a common direction across country-level initiatives and link the energy and climate change agendas. SEforALL will help shine a light on partnerships that exist and challenge them to stay on track. Where needed, SEforALL will help foster action-oriented partnerships or dialogue that is not yet happening.

- **Unlock finance** for action from multiple sources, including public and private, bilateral and multilateral, traditional and non-traditional sources. SEforALL will help leaders unlock finance for centralized and decentralized energy solutions from investors interested in options at the country level, for energy efficiency and renewable energy. SEforALL will do this by fostering partnerships and knowledge sharing to take actions that address barriers to finance flows.

## 2.3 BUSINESS MODEL

SEforALL operates within a flexible network structure that is built with an action-oriented approach to the challenges at hand. SEforALL is not a knowledge generator or financier or project preparation team; it does not provide capacity building or techni-

cal assistance and is not seeking to duplicate the work of others in these tasks. Rather, SEforALL will use its resources in a purposeful way to mobilize leaders and help them build effective coalitions and partnerships to fast track action and close the financing gap in an efficient and effective way. SEforALL, working in close coordination with its partners, can serve as an important link between the energy-related development and climate change agendas, the three SEforALL objectives, and with the UN.

Funded by private and public donors, SEforALL will report regularly and publicly on the diligent use of resources, in line with its mission and this **Strategic Framework for Results**, to the governance bodies set out in its statutes. SEforALL will seek high-level guidance from the SEforALL Advisory Board, appointed by the UN Secretary-General and co-chaired by the Secretary-General and the President of the World Bank Group.

## 2.4 CORE COMPETENCIES

SEforALL will help leaders be more strategic and effective in delivering universal access to sustainable energy by:

**Connecting stakeholders** to each other and to solutions in areas of common interest. SEforALL will invest substantially in communications and knowledge aggregation to make it clearer to policy makers, practitioners and other stakeholders how SEforALL can help, how they can access the knowledge and data available through the SEforALL partnership and how they can best engage with the platform. SEforALL will create spaces for difficult or “unusual” dialogue, and dialogue across actors who are not normally connected.

**Marshaling the evidence** and helping to ensure it is communicated smartly and in a timely manner to the right people and entities. SEforALL will gather and disseminate information on best practice, innovative business models and solutions, investment readiness and finance, working in coordination with other platforms and stakeholders.

**Amplifying the voices of the energy poor, women and girls, and other stakeholders to support a just transition.** SEforALL will ensure that those who are designing access initiatives and solutions have a good understanding of household and community needs as well as the opportunities for local market and industry development and can take action

that is sensitive to gender needs. We will highlight the needs of all stakeholders—to ensure no one is left behind—as we support leaders to make the right choices towards a legitimate energy future.

**Telling stories of success**, what is working well and is being taken to scale, where the innovations in policy, technology, business or finance are underway, and who is benefitting. SEforALL, working with partners, will ensure that examples of practices that work flow freely across the SEforALL platform so successes in one region or sector can be rapidly understood and replicated in others.

**Benchmarking progress** towards SEforALL objectives to ensure we stay on track for 2030 objectives and, where needed, advocating for targeted action among leaders to make this a reality. SEforALL will highlight country readiness for investment in sustainable energy and through its partners facilitate energy-planning processes and coordination of stakeholders at the country-level, where appropriate. SEforALL will help leaders translate progress into further, faster action by supporting delivery units that have been created to build in sustainable energy considerations at the country level.

<sup>16</sup> This could include regulation, strong and credible institutions, and targeted policies.

## 3

## SEforALL'S PRIORITIES AND AMBITION

## 3.1 KEY ACTIONS AND PRIORITIES

Over the five-year period 2016-21,<sup>17</sup> SEforALL will work with and through its partners to broker partnerships with key stakeholders that can actively fast track progress towards SEforALL's goal and deliver finance at scale to programs, projects, companies and governments that support affordable, reliable, sustainable and modern energy solutions. SEforALL will achieve this by focusing on the following **key actions** over 2016-21:

i. **Engage leaders strategically.** Working at a global and local level identify geographies where there is an opportunity to effect transformational change in the near-term and support a longer-term transition. Engagement will be different depending on the geography and SEforALL objective being targeted.

ii. **Empower leaders to accelerate action** and close the gap in energy service provision, boost energy productivity nationally or sub-na-

tionally, increase renewable energy consumption and ensure approaches embrace the energy poor and women. Work with partners that are assisting countries to craft operable Action Agendas and Investment Prospectuses to ensure they put forward strong energy proposals and integrate tools to track performance. Initiate impactful public-private partnerships to mobilize investment and bring together finance institutions to support riskier small-scale projects.

iii. **Provide leaders with tools for action** by arming SEforALL's platform with robust data and analysis to make a strong case for sustainable energy that can inform decisions in the context of national priorities. Help leaders deliver results and build a global movement for action that is underpinned by targeted communications and outreach efforts.

SEforALL will re-purpose its engagement and operations to support success and focus on the following **priorities**:

i. **Develop action-oriented partnerships** that re-purpose SEforALL as a high-powered engine room that is operationally efficient, focused and resourced to serve leaders in a way that punches above its weight. Position SEforALL as a "one-stop shop" for countries to impact change over 2016-21 on energy-related development and climate objectives. Create opportunities for peer-to-peer dialogue among ministry officials and between major public and private stakeholders to encourage faster replication of successful practices and link officials to the broad array of experts and CSOs willing to provide policy guidance and technical assistance. Establish a flexible, light and inclusive partnership structure with clear goals and accountabilities.

ii. **Measure success** by establishing a results framework to track the effectiveness of SEforALL's activities. Ensure that the right metrics are used to measure progress across SEforALL's objectives, the enabling environment for invest-

ment, and finance flows that are needed to stay on track for 2030. Provide support to the UN to track progress against SDG 7.

iii. **Complete the governance transition for SEforALL's global team** to a Quasi-International Organization under Austrian Law, with a relationship to the UN, and with the statutes and other infrastructure to run effectively. Invest appropriately in managing and maintaining institutional and organizational effectiveness.

## 3.2 LEVEL OF AMBITION

Achieving SEforALL's goal will require thousands of parliamentarians to enact laws and policies to shift incentives to sustainable energy solutions. Utilities around the world will need to undergo massive internal change. Hundreds of thousands of engineers will need to acquire the skills to design and manage smarter grids. Investors will need to make bolder choices and consumers will need to demand services that support their

prosperity without jeopardizing their future.

In moving forward with this **Strategic Framework for Results**, there are two scenarios for engagement that have implications for the reach of the movement and by correlation also for the funding and capacity of the global team supporting SEforALL:

- **Islands of Leadership (current)** - SEforALL's global team supports the movement by facilitating the creation and dissemination of key knowledge assets to inform leaders making bold decisions and supports a limited number of leaders in priority countries with highly tailored and intensive partnership and communications efforts. In this scenario funding for the global team would continue at current levels of around \$5 million per annum or \$25 million over five years.

- **Building a Global Movement (proposed)** - SEforALL's global team provides support to build

a global movement that pro-actively touches thousands of leaders in very specific positions of influence, celebrates success and interrogates failures, provides leaders with access to data and evidence of what works in their countries and situations, and mobilizes voices to support bold action. In this scenario funding for the global team would need to rise to around \$20 million per annum or \$100 million over five years<sup>18</sup>.

The level of ambition will be shaped by the ability of SEforALL's global team to attract requisite funds. The global team is actively canvassing parties who have expressed interest in contributing to SEforALL's global team. It is expected that in the first year of implementation of this Strategic Framework for Results, the global team's support will be more modest as funds materialize and organizational capacity is built. Support will be ramped up significantly to align with this ambitious scenario over 2017-21.

<sup>17</sup> July 2016-June 2021.

<sup>18</sup> Note - This excludes the costs of staff seconded to SEforALL's global team by SEforALL partners.



## 4

ENGAGE LEADERS  
STRATEGICALLY

As an organization with global reach and convening power and a focus across all three action areas—energy access, energy efficiency and renewable energy—SEforALL will strategically focus its resources where they can have the most impact in influencing leaders to act sooner and with greater ambition.

To be effective, SEforALL will need to be selective in focusing its resources to maximize their impact, deliver results in the near term, and sustain long-term support where additional effort is

needed. To this end, SEforALL is developing a set of heat maps that can move the needle on SEforALL's objectives in the near-term and medium-term and can be used to inform discussions with partners and leaders on SEforALL's priorities.

The heat maps can be considered as an energy typology of countries, which are founded on where progress is needed across the three SEforALL objectives. They capture the following information:

1. **Where progress needs to be made to deliver SEforALL's objectives, and where countries are moving at a faster rate than their peers:** As a starting point, the heat maps draw on data and evidence generated through the **Global Tracking Framework** (published in 2013 and 2015<sup>19</sup>) developed by SEforALL's Knowledge Hub—Box3. For each of SEforALL's objectives, the Global Tracking Framework (GTF)<sup>20</sup> identifies 20 “high impact” countries where the delivery of the objective depends critically on progress being achieved

by 2030. The Framework also identifies 20 “fast-moving”<sup>21</sup> countries whose exceptionally rapid progress towards the SEforALL objective over the two decades from 1990-2010 provides inspiration, know-how and learning that could be used to help replicate success elsewhere. (Annex 2.)

The Framework provides two measures of **energy access**—progress with universal electrification and access to non-solid fuel for cooking. Together, the 20 “high-impact” countries for electricity access and access to non-solid fuels account for more than two-thirds of the population presently living without electricity (0.9 of 1.1 billion who lack electricity) and the more than four-fifths of the global population without access to non-solid fuels (2.4 of 2.9 billion who lack access to non-solid fuels for cooking).

The 20 countries that made the most progress with electrification provided electricity to an additional 1.3 billion people over the past two decades.

For **energy efficiency**, the top 20 primary energy-consuming countries are identified as “high impact” countries and were collectively responsible for nearly three-quarters of global energy use in 2012.

In the case of **renewable energy**, the objective to double the share of renewable energy in the global energy mix depends on the 20 “high impact” countries that have the largest total final energy consumption and their progress in increasing the consumption of modern renewable energy. SEforALL will use GTF data, as well as other sources such as IRENA's REmap reports to track progress at the country level.

2. **The priority placed by countries on sustainable energy in their INDC:** The heat map looks at how sustainable energy is profiled in submitted INDCs, where reference is made to access, energy efficiency and renewables, the importance of the development and climate change nexus, SDG 7 and SEforALL.

3. **The enabling and business environment for investment:** The heat maps draw on two indices to understand the enabling and business environment for investment: **Readiness for Investment in Sustainable Energy (RISE)**<sup>22</sup> and the **Doing Business Index**.<sup>23</sup> RISE provides a suite of indicators that assess the legal and regulatory environment for investment across the three SEforALL objectives, including on planning, policy and regulation, pricing and subsidies, and procedural efficiency. The Doing Business

**Box 3: The Global Tracking Framework (GTF)**

The GTF has been developed by a coalition of partners led by the International Energy Agency and World Bank. It was designed to provide an initial system—that was technically rigorous and feasible—to routinely chart the progress of countries towards the achievement of Sustainable Energy for All's objectives. The GTF used available data from household surveys (for access) and international databases (for other SEforALL objectives). A first report was published in 2013 that laid out in a quantitative manner the historic baseline (1990), progress in 2010 and the 2030 objective for each of SEforALL's goals. A second report in 2015 provided an update on progress as of 2012. The aim is to deliver a GTF updated every two years, the next being in 2017. The 2017 progress report will look at closing the time lag between data and reporting and deliver updates for the period 2013-15. The development of this framework has proven to be a significant contribution to global systems being developed to track progress for Sustainable Development Goal 7 (SDG 7) on energy.

<sup>19</sup> <http://trackingenergy4all.worldbank.org/>

<sup>20</sup> International Energy Agency (IEA) and the World Bank. 2015. “Sustainable Energy for All 2015—Progress Toward Sustainable Energy” (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO

<sup>21</sup> SEforALL Global Tracking Framework, 2013.

<sup>22</sup> <http://rise.worldbank.org/>

<sup>23</sup> <http://www.doingbusiness.org/reports>







index looks at what it takes on a country-by-country basis to start a business, obtain construction permits, get electricity, register property, get credit, protect minority investors, pay tax, enforce contracts, trade across borders and resolve insolvency. It is available for all countries and is updated annually by IFC.

**4. Focus countries for SEforALL partners:** The heat maps look at what is known about where High Impact Opportunities, Accelerators and other SEforALL partner groups and initiatives have identified specific countries as priorities for engagement.

**5. SEforALL country engagement:** The heat maps identify where SEforALL has supported a country to develop or is supporting the development of Action Agendas and Investment Prospectuses. It looks at where energy efficiency plans and IRENA's REmap are being/have been developed.

SEforALL has used these metrics and data to start to map potential opportunities for its engagement over the coming three-to-five years according to their impact towards meeting SEforALL's objectives and the opportunity to effect change. The heat maps

are considered a "live" document and resource for SEforALL and its partners to understand the landscape in which support is needed and being provided. They will be updated as new data is released or information on partner engagement becomes available. Their further development and use will be informed in close consultation with partners, including the Knowledge Hub that is generating a number of these metrics.

In using the heat maps to inform priorities and decisions, it is important to note that every country matters and within them all regions, cities and commu-

nities. Additionally, within many geographies there are pockets of the poorest and disadvantaged that need support to achieve universal access to modern energy. The heat maps help SEforALL establish a tailored approach to its engagement with each country over time. For example (Figure 3):

- **High impact, fast moving**  
- SEforALL will leverage its partnership platform, Leadership Catalyst, Impact Coalitions and other partnerships to engage these leaders and provide support to effect the energy transformation so that progress continues to be fast tracked, so no one is left behind in the process and so innovative business, technology and financial solutions can be shared with other SEforALL partners.
- **High impact, not fast moving**  
- SEforALL, working through partners, Ambassadors and its global team will provide priority support to countries that seek its support to conduct the conversations, broker the partnerships and unlock the finance needed to accelerate action and close the access gap, improve energy productivity and scale up decentralized and centralized renewable solutions. SEforALL will share models of success and innovation.
- **Not high impact, fast moving**  
- Working through its partners,

SEforALL will help countries that seek its support to sustain progress. SEforALL will engage countries to celebrate and share successes and innovations, draw on their experience and exchange it dynamically so others can learn and replicate solutions.

- **Not high impact, not fast moving** - Working through its partners, including the Regional and Thematic Hubs, Accelerators and other partnerships, SEforALL will help countries that seek its support to learn from and apply the experience and innovations gained across SEforALL's network so that they can leapfrog solutions, broker the partnerships and unlock the finance to move everyone further, faster towards 2030 objectives.

It is also important to note that decisions on where and how to strengthen and tailor SEforALL's engagement will depend critically on a number of factors that include, but are not limited to, whether:

- There is high-level political commitment to deliver SDG 7 and/or the Paris Agreement.
- National/sub-national plans (e.g. energy plans, INDC/NDC) embrace commitments and actions to deliver SDG 7, the Paris Agreement and/or SEforALL's

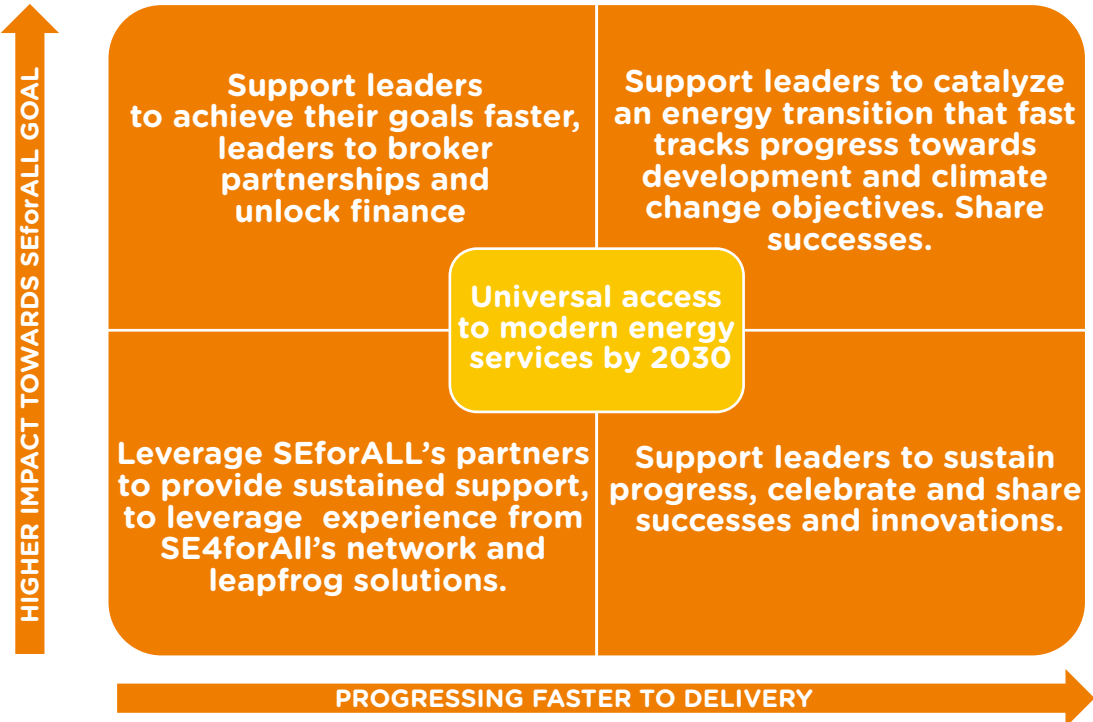
objective(s). The plans are owned by leaders.

- Leader(s) are championing action in-country or at the sub-national level to fast track sustainable energy investments.
- SEforALL has a relationship and/or ongoing engagement with the country or city, such as a Rapid Assessment and Gap Analysis/Action Agenda or Investment Prospectus (RAGA, AA or IP). The RAGA/AA/IP is supported/endorsed by the government and a Country Focal point has been appointed.
- The country/city/community requested support from SEforALL, its Regional/Thematic Hubs or other partners.

• There is an enabling environment to promote investment in sustainable energy and attract the private sector, and/or a government commitment or established processes to address policy, regulatory, risk and other barriers to action and investment.

- There are development, business, finance, private sector or other partners engaged already, or willing or able<sup>24</sup> to engage going forward, to make faster progress towards the delivery of SEforALL objectives, SDG 7 and/ or the Paris Agreement, at the country or sub-national level.

FIGURE 3. A TAILORED APPROACH TO DELIVER SEforALL'S GOAL (2016-21)



Source: International Energy Agency (IEA) and the World Bank. 2015. "Sustainable Energy for All 2015—Progress Toward Sustainable Energy" (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO

<sup>24</sup> Note – Many factors influence MDB financing allocations across sectors. This may include funding allocation envelopes, agreements reached with country counterparts, potential and expected outcomes associated with the financing, country/sector readiness for implementation, the implementation track record, disbursement among other things.

## 5

## EMPOWER LEADERS TO ACCELERATE ACTION

## 5.1 SUPPORT LEADERS TO MAKE THE RIGHT CHOICES

Meeting the dual challenge of development and climate change is central to SEforALL's strategic approach and will require radical rethinking on how we produce and consume energy and close the gap early for those that lack access. Demand for energy services is rising rapidly with economic growth and rising populations and 1.1 billion people in rural developing Asia and Sub-Saharan Africa still lack any access to electricity for household, community and productive uses. The penetration of renewables and energy efficiency are still far below their potential and the benefits of both regarding access are still not fully uncovered.

Energy production and its use by industry, for transport and within cities, as well as energy demand

solutions, are at the heart of countries' plans to manage emissions and in some economies are starting to be perceived as stimuli for growth, jobs and enhanced competitiveness. However, recent analysis by the UNFCCC<sup>25</sup> shows that INDCs covering 189 countries and 95.7 percent of global emissions will still not be enough to keep global temperature rise to well below 2°C and the Energy Transitions Commission<sup>26</sup> estimates emissions will need to be about 30 percent below levels indicated in these INDCs by 2030 to achieve this.

It is therefore SEforALL's role to draw attention to the complementarity of the access, renewables and energy efficiency goals and empower leaders to respond to the three in a holistic and synergetic manner. The SEforALL platform will therefore need to engage as many government, business, civil society and community leaders as possible

to move further and faster and amplify the benefits of moving to an energy system that addresses SEforALL's three goals and unlocks finance for impactful large and small-scale projects.

Leaders in developing and developed countries alike will face difficult choices to ensure an energy-enabled future and every country will approach this differently, commensurate with local needs and opportunity. This will mean different solutions for different leaders. It creates an opportunity for SEforALL to serve as the connector of ideas and proven top-down and bottom-up solutions for leaders at all levels of society by linking up its delivery partners: Hubs, Accelerators, Leadership Catalyst, Impact coalitions and strategic partners.

SEforALL will use its brand and convening power to advocate for a sustainable energy transition. With partners, SEforALL will de-

velop a comprehensive narrative, gather or commission the evidence to effect change and deploy it in a way that shines a light on what is needed to empower leaders to act. SEforALL will also seek to engage and influence action where energy intersects with other issues—water, health, education, agriculture, transport, industry and others—to help raise awareness of the centrality of energy for progress on many other development goals and promote inter-sector coordination and integrated approaches to planning.

**Key leadership Challenges** - The transition will require a different model of economic development that builds management capability into institutions to empower them to deliver, to set policy frameworks that drive the right choices in business and industry, to adopt approaches that are sensitive to those who lack voice and support a just transition in terms of jobs, diversity and opportunity. Policy instruments that level the playing field and provide the long-term signals that can help redirect investment towards

affordable, cleaner and energy efficient options—such as the removal of inefficient energy subsidies supported by social protection—will be important tools.

Addressing development needs and climate change in tandem will require a market and leadership transformation that embraces a systemic approach to energy, reflecting energy supply and demand and resource efficiency. Significant increases are needed in energy productivity to moderate growth in energy demand and to couple these efforts with rapid action to scale-up renewables as an affordable, reliable, sustainable and modern power source. A robust energy efficiency policy and investment framework can ensure that nations become more resilient, help manage long-term energy demand and reduce the need to invest in supply side solutions. Some governments see energy efficiency as key for energy security. One cannot underscore enough the importance of broadening the understanding around energy independence and energy security as a tool for

the prevention of conflict and an important motivational factor for many leaders to reduce their trade imbalance and create more resilient economies. The opportunity to broaden this message does exist. Almost all countries that prepared INDCs have identified energy efficiency and renewable energy as foundational. The importance of renewables for access has been acknowledged in the Paris Agreement. This creates an opening for a new conversation around energy security and the creation of holistic, sustainable energy systems.

**SEforALL, the Space for Difficult Leadership Conversations:** SEforALL will help leaders in government, business and civil society take smart decisions inspired by the ultimate goal of creating affordable, reliable, sustainable and modern energy corridors, products and services. SEforALL can help leaders think through the complexities—the transition solutions, adaptive management approaches, justice and social aspects, and finance—and create real choices and a

<sup>25</sup> Aggregate effect of the intended nationally determined contributions: an update, Synthesis report by the secretariat, FCCC/CP/2016/2, May 2, 2016.

<sup>26</sup> Pathways from Paris, Assessing the INDC Opportunity, April 2016. The Energy Transitions Commission and Ecofys.





legitimate pathway forward, a pathway that avoids lock-in as today's investments are made, that is economically viable and leaves no one behind.

To arrive at such choices, leaders in government, business, development banks, finance and civil society need a space to jointly build commitment and shape energy solutions. Such a space requires leaders-level dialogue that facilitates action and extends beyond short-term political and personnel changes. A key focus will have to be on unlocking finance and engaging the private sector to meet 2030 goals. SEforALL can help broker both. However, financiers and operators do not tend

to gravitate to solutions that reduce the need for energy-generating capacity and many financiers remain sensitive to risk in early stage markets.

**Engage and Support Leaders** - SEforALL and its partners are committed to creating such spaces for a constructive dialogue and effective impact. SEforALL will support public and private sector leaders and leverage their role as Ambassadors for SEforALL through the following mechanisms:

- **Leadership Catalyst for Energy Transition Champions** (new) - Work with public and private sector leaders who serve on the Advisory Board and its com-

mittees, and others who would like to strategically engage with SEforALL, to share their experience in designing new business models for scaled-up action. As Ambassadors, they will catalyze action by Heads of State in priority countries through real case studies and examples of change that can enable greater replication and scalability. The SEforALL global team will translate their experience into a toolkit of impact models spanning regulatory, systemic and technical solutions for governments and business that can be broadly shared across SEforALL's platform.

- **Impact Coalitions** (new) -

Work with the Regional and Thematic Hubs to mobilize stakeholders at the national level to urgently deliver results in key jurisdictions. SEforALL will connect with private sector leaders and leverage financing where needed to influence and empower Heads of State and policymakers to make the right choices and act on them. SEforALL will coordinate the work of impact coalitions with its work with delivery partners in national governments that seek to work with SEforALL on sustainable energy.

- **The Africa Energy Leaders Group** - The African Energy Leaders Group and the West Africa-focused Energy Leaders Group (W-AELG)<sup>27</sup> were established in 2015 to engage leaders from the public and private sector who are committed to catalyzing and seeing through deep power sector reforms that can attract domestic and foreign private capital. Participating ministers and private sector leaders will help mobilize investment by establishing the right enabling conditions, in terms of politics, policy, pricing and partnerships. SEforALL will collaborate with and support

the AELG to address policy barriers, improve the governance and commercial viability of public utilities and cross cutting/regional issues that are impeding large-scale infrastructure investment in Africa.

- **Strategic Partnerships** (new) - SEforALL will seek partnerships with the private sector, academic institutes, organizations and think tanks to work together on ensuring that government and business leaders in emerging economies and developing countries have access to on-the-ground experience and leadership advice.

<sup>27</sup> AELG Members: Former presidents of Ghana and Nigeria John Kufour and Olusegun Obasanjo; leading entrepreneurs Aliko Dangote and Tony Elumelu; leading banker and former AfDB president Donald Kaberuka and Kandeh Yumkella. Credit Suisse CEO Tidjane Thiam; Ecobank Group CEO Ade Ayeyemi; and Guaranty Trust Bank CEO Segun Agbaje are being recruited. President Adesina of the African Development Bank (AfDB) and Rachel Kyte, SRS&G and CEO of SEforALL are ex-officio members. West Africa AELG Members (W-AELG): The presidents of Benin, Cote d'Ivoire, Ghana, Mali, Nigeria, Niger, and Togo have committed to join the West African Energy Leaders Group.



5.2 HELP COUNTRIES TO ACHIEVE THEIR GOALS

In the four years since SEforALL’s launch, more than 70 countries have been working on laying out strategies and projects to deliver on SEforALL’s goal. The SEforALL country action approach generally follows this framework:

been designed with capacity constrained developing countries in mind, and guidelines and templates have evolved for their preparation through a consultative process. Efforts are continuing to build the lessons learned from countries that have been first movers into this process to continue to strengthen the quality and improve the consistency and standards of AAs and IPs. A wide

na and India have made notable advances across all SEforALL objectives that could offer models for adaptation for other countries.

There is a strong expectation that finance will flow from both the public and private sector—and indeed the scale of the energy transition demands it. Many countries have embarked on SEforALL country action processes driven

While the AAs and IPs intend to address a number of these issues, the relevant energy ministries or rural electrification agencies tasked with coordinating engagement across many partners face capacity and resource constraints underlining the importance of strengthening the implementation capacities at the national level. This includes the designated SEforALL country focal points.

Today, multiple organizations are helping governments chart strategies to deliver across the SDGs and implement their INDCs. Where AA/IP work has been initiated, it could provide governments with a platform that can help align SEforALL activities with other important national processes, the vast array of energy initiatives in many countries and in-country partners for implementation. In other coun-

tries, this may require rethinking SEforALL’s approach on how best to support leaders at the country level in this new, more complex and crowded environment.

SEforALL will explore how best to align and seek synergies with other country action processes. SEforALL will work with, through and in support of its regional hubs and country partners to ensure the AA/IP process is fit-for-purpose and effectively targets and engages public and private investors.

Where SEforALL’s support is requested at the country level and aligned with its heat map and consultations with partners on priorities, SEforALL will help leaders build political mobilization around AAs and IPs and establish the connections to public and private partners that ensure continued momentum and im-

plementation of agreed-to in-country strategies that are key to delivering the necessary reforms and projects, especially in Africa.

5.3 GET MORE DONE ON ACCESS

Rapidly meeting universal energy access goals requires engagement across the energy access ecosystem, assessing approaches that will provide affordable, reliable, sustainable and modern energy for all urban and rural populations, to industry, communities and households. Such a holistic engagement will require actions across multiple levels of policy, finance and capacity building, including scaling the volume and pace of investment in both on- and off-grid electricity and cooking solutions. It will require taking a fresh, integrated look at decentralized and centralized

FIGURE 4. THE SEforALL COUNTRY ACTION PROCESS



There has been impressive momentum and ownership in this process at the country level, though engagement and approaches have varied across regions. Box 4 takes a look at SEforALL country action processes in Africa that have been particularly strong. At the time of writing, 68 Rapid Assessment and Gap Analysis (RAGA) had been developed<sup>28</sup> that reviewed the status of development of the energy sector at the national level; and 36 Action Agendas and 26 Investment Prospectuses that provide tailored approaches at the national level to deliver SEforALL’s objective(s) and identify a pipeline of programs and projects for investments are being prepared or finalized. The AA/IP processes have

range of SEforALL partners—including UNDP, the EU, AfDB, the World Bank and ECREEE—have supported national governments in this process.

Many countries are driven to engage in these processes by a need to close the access gap, particularly in sub-Saharan Africa where electrification has only just managed to stay ahead of population growth and clean cooking has fallen behind. Most governments are considering a variety of options – spanning access, energy efficiency and renewables—to meet their development and energy needs, including grid-based, distributed and off-grid solutions that incorporate innovative technologies and business models. Emerging economies such as Chi-

by this expectation. Yet many countries still face challenges in understanding how to move from project concepts to investment and how to maximize public funding to crowd-in private finance. Countries need targeted resources and increased capacity to articulate coherent strategies that integrate centralized and de-centralized access modes, or scale up energy productivity; improve planning and coordination of grid and off-grid development; maximize the use of donor engagement; establish effective enabling environments; and improve the governance and capacity of power utilities and regulators so they can raise financing for new infrastructure development.

Box 4. SEforALL Country Actions – The Case of Africa

African stakeholders have taken ownership of the SEforALL agenda to ensure that the global initiative responds to Africa’s needs. In 2012 the Conference of Energy Ministers of Africa (CEMA) adopted a resolution on SEforALL and the SEforALL Africa Hub was the first SEforALL Hub to be established in 2013. Since then the Hub has played a lead role in designing the SEforALL country action process and bringing stakeholders together. As a result, SEforALL is being widely implemented in Africa as a collaboration between governments, development partners, private sector, civil society and academia. The SEforALL Action Agenda has seen widespread adoption throughout the continent as a national umbrella framework for energy sector development with a long-term vision, ensuring overall sector-wide coherence and synergy of the accumulated efforts towards the three SEforALL goals. As of mid-2016, 28 African countries are developing or have finalized their AAs and several countries are developing IPs. The AA is regarded by many in Africa as a suitable national implementation framework for the implementation of SDG 7, and as a framework to help align stakeholder objectives and partner interventions at the country level. This is particularly relevant in Africa with a large number of active partners and initiatives focused on the energy sector. The SEforALL country-action processes have generated high expectations throughout the continent and a rapid improvement of access to modern energy services has been placed as a top priority for many countries. Priority should now be given to the follow-up and activation of these AAs and IPs.

<sup>28</sup> Rapid Assessment and Gap Analysis (RAGA) is intended to describe the status quo of energy in the national development context, providing the political, economic, social, and environmental background for the subsequent drafting of plans to promote SEforALL in that particular country. It constituted the first step into SEforALL country action but is not a pre-requisite for developing an AA or IP.



### Box 5. SEforALL's Energy Access Committee Recommendations on policies, business models and financing needs for decentralized, off-grid, mini-grid access and clean cooking

- Support resource allocations to SEforALL Country Focal Points to enable coordination, to avoid overlap, to strengthen implementation and to ensure long-term engagement and continuity.
- Support increased focus by governments and increased resource allocation by donors to develop the policy and positive regulatory environment for mini-grids and decentralized electricity and cooking solutions to engage private sector investment.
- Support increased innovation in financial solutions to foster mini grid markets, clean cooking solutions and other decentralized energy product and service models.
- Support a “Demand-Driven” Approach to Energy Planning and Implementation

Source: SEforALL Energy Access Committee Report, 2015

electricity, which is new, different and faces hurdles. It will require sustained efforts to address (i) integrated electrification planning, the creditworthiness of energy off-takers and immature markets; (ii) issues of affordability for high upfront investments, whether a new power plant, a LPG cylinder and stove for cooking or a solar home system, and (iii) ongoing operation and maintenance requirements.

Over the 2014-15 period, the SEforALL Energy Access Committee focused on the policies, business models and financing needs of the decentralized, off-grid, mini-grid and clean cooking elements of the access challenge,<sup>29</sup> with a particular cross-cutting focus on energy and women. While there have been numerous innovative technology and business model solutions implemented since the launch of SEforALL, a concerted effort is needed to rapidly take them to scale with the capacity, integrated planning, and financial and technical resources to address barriers to action. The Committee's key messages to the Advisory Board are summarized in Box 5.

Going forward, SEforALL will engage with innovative partnerships<sup>30</sup> that address these cross-cutting demands and enable rapid scale-up of energy service delivery, such as: ElectriFI; US' Power

Africa-Beyond the Grid; the Global Alliance for Clean Cookstoves; UK's Energy Africa; Power for All; the Grids, and the G20 Energy Action Plan for Sub-Saharan Africa and the G20's forthcoming action plan for the Asia-Pacific region. These partnerships, and others, are critical to SEforALL's vision of elevating best practice and streamlining information that will enable leaders to transform the pace and level of energy access in their countries.

Addressing the full energy access agenda will also require SEforALL to support leaders in tackling the challenges faced by utilities in electrification planning and expansion while simultaneously seeking to develop new business models and obtain financial sustainability. Addressing the power sector as a whole and stimulating study, discourse and business model innovations is critical to achieving a cost-effective and efficient integration of “traditional” power regulations with renewable, efficient, off-grid and wireless energy carriers. This type of SEforALL support to leaders will contribute to the ability to quickly deploy commitments, such as the Africa Renewable Energy Initiative, so that it can maximize impact across the energy access ecosystem.

In identifying locations where SEforALL will lend its brand and convening power to accelerate

energy access, SEforALL will use heat maps as a tool to make action-oriented connections with partners. The access heat map identifies opportunities to effect change in countries with high electrification gaps that are moving quickly to close those gaps—such as Bangladesh, Ethiopia, India, Nigeria and the Philippines—but SEforALL is now active in only three of those countries. A similar picture is seen for clean cooking, with opportunity in China, Indonesia, Pakistan, Viet-

nam and the Republic of Korea, but country engagement is just in Pakistan to date. Determining where to prioritize and strengthen engagement, particularly recognizing the distinct needs of less-developed countries and small-island developing states (SIDS) may require re-visiting SEforALL's role, partnership or engagement strategy to support leaders and platform partners in locations that can deliver significant energy access impacts in the near term.

### 5.4 TAKE AN “ENERGY EFFICIENCY FIRST” APPROACH

Energy efficiency and demand-side solutions can become core pillars of government policy if an “energy efficiency first” model is applied, placing energy efficiency investments on par with investments in large-scale infrastructure and decentralized solutions when designing national energy solutions. Similar to traditional infrastructure, energy



<sup>29</sup> The role that national power utilities can play in enabling off-grid and decentralized solutions was also examined but there was not in-depth discussion of the essential role that power utilities and on-grid electricity extension play in supporting the energy access agenda. This was a design decision of the Committee at this time to focus the discussion.

<sup>30</sup> Including governments, development and finance institutions, civil society and the private sector working at the country level to address multiple barriers to move this agenda forward.

**Box 6. Energy Productivity**

As some organizations and governments see energy efficiency approaches as embedded in a commitment to energy productivity, SEforALL will need to evaluate how best to use energy productivity as a communication and outreach tool while taking into consideration that energy productivity does not translate effectively across all sectors and audiences. This will entail an approach that continues to strive for measurable results in reaching the SEforALL energy efficiency goal of “doubling” by 2030 but also supports a broader campaign around energy productivity where possible. As energy efficiency is a dimension of energy productivity, which is an integrating concept, energy productivity and energy efficiency should be seen as complementary ways of looking at energy and the value of the services it makes possible. Energy productivity is more suitable for industry and large systems and addresses the total value proposition to the industrial user and the broader economy through better applying energy, not just the energy efficiency of a plant and equipment. It is about the total business case and is not just a technical issue. But it makes more sense to use energy efficiency for residential buildings, equipment and devices—such as vehicles, lighting devices, and refrigerators—and outreach to most consumers, especially residential users and homeowners.

efficiency is long-lasting capital stock and contributes to providing a wide range of goods and services at lower cost and using less energy. This can help achieve climate goals, reduce energy import bills, create millions of jobs and facilitate access.<sup>31</sup> SEforALL will work through its partners, including its energy efficiency hub and Global Accelerator Platform at the Copenhagen Centre on Energy Efficiency (C2E2),<sup>32</sup> to help leaders implement energy efficiency solutions that are fully integrated into energy policy and energy politics, including implementation of Nationally Determined Contributions and achievement of the Sustainable Development Goals. SEforALL will focus on holistic energy systems design and the promotion

of widespread investment in energy efficiency technologies and services.

SEforALL will direct its efforts to support leaders in countries that are the most energy intensive and which are championing energy efficiency/energy productivity (Box 6). A heat map will be used to guide its decisions aimed not just at emerging and developing economies, but also at the wealthiest economies with high potential for immediate energy efficiency gains. The Energy Efficiency Heat Map demonstrates that SEforALL could also engage non-OECD countries that are starting to look at, or are implementing, energy efficiency solutions—such as Brazil, China, India, Nigeria, Russia, Saudi Arabia, and

South Africa. SEforALL coverage in non-OECD countries, in particular, would add value to existing analysis and work being undertaken by the IEA, OECD and other agencies in the OECD countries.

SEforALL will build at the political level on the analytical and benchmarking work undertaken by its Energy Efficiency Hub and others and tailor its engagement strategy appropriately to the country context. SEforALL will match needs with impact by determining if it is most effective to focus support on specific energy-efficient infrastructure, products and services or overarching regulatory and financial mechanisms targeting systemic changes in the energy system towards full energy productivity.

SEforALL will consider what the most effective delivery partners for change are. In this context, SEforALL will re-evaluate the effectiveness of the Energy Efficiency Accelerators against the need for a strategic and cohesive approach to national energy efficiency/productivity policy that supports a move from supply-side-only solutions to those that embrace demand-side management. There are currently six Accelerators focusing on Appliances, Buildings, District Heating/Cooling, Industry, Lighting, and Vehicle Efficiency. Some Accelerators may need to be consolidated or re-fit for purpose, and new Accelerators may be needed to reach the 2030 targets. Consolidation could deliver benefits, including a more coherent communication on SEforALL's energy productivity offering and efficiency goals, support for a coordinated government approach to outreach and services, help on aggregated project approaches to make them attractive to potential sources of finance and greater implementation and impact at scale.

SEforALL will also consider how best to engage cities that can be used to “open doors” and provide local best practice examples contextually relevant for a particular country. In India, for example, the District Energy Accelerator has strong support by the city of Rajkot, which is one of the Indian Government's 100 smart cities. Rajkot showcases district energy opportunities that may be

replicated by other cities as the program evolves.

In re-purposing this work, SEforALL will aim to connect with organizations to deliver impact, showcase new business models and systems change, and offer a real value proposition for governments on energy productivity to meet its audacious energy efficiency goals.

## 5.5 SCALE UP RENEWABLES

Renewables are a key pillar for SEforALL and play a critical role in reducing greenhouse emissions. Many INDCs reference their key role in the national context and the Paris Agreement acknowledges their importance in promoting universal access in developing countries, particularly in Africa.

IRENA, as SEforALL's renewable energy hub, has been working at the global and national level to develop roadmap(s) on how to double the share of renewables in the global energy mix. These roadmaps—REmap—place emphasis not just on renewable energy but also on its interaction and contribution to energy efficiency and access objectives and the actions that need to be taken in the coming five years. Country roadmaps, developed collaboratively with country experts, have been developed for the US, China, Germany, Egypt, India, Indonesia and South Africa, as well as for regions including Africa,

the Association of South East Asian Nations (ASEAN) and the EU. Work is underway to translate these maps into action in select countries.

Further, IRENA has commissioned analysis to understand the impact of doubling of the share of renewable energy on global GDP, employment, and human health and help policymakers make the case for investing in sustainable energy. Other partners, such as REN21, provide global status reports on renewable energy, and regional policy and market-based reports. Together with IRENA's annual renewable energy and jobs report, work on the water-energy-food nexus and on finance, these resources provide valuable contributions on how to move forward to deliver SEforALL objectives.

Going forward, SEforALL will continue to work with, and through IRENA, REN21, the Regional Hubs and with other partners working on renewables, to further the objective of scaling-up renewable energy at the local level. SEforALL will engage these partners in the design of the SEforALL knowledge platform to help further disseminate knowledge that is generated and that can help address market failures that inhibit the scale-up of renewables in off-grid and mini-grid markets, for example. SEforALL will work with partners to chart a way forward where new data or approaches may be needed.

<sup>31</sup> What is holding back the scale up of energy efficiency financing in G20 countries? Ada Amon and Ingrid Holmes, November 2015.

<sup>32</sup> SEforALL's energy efficiency hub at the Copenhagen Centre on Energy Efficiency (CCEE/C2E2), supports country engagement directly and through efforts to raise global awareness and share knowledge. The hub hosts a Global Energy Efficiency Accelerator Platform to scale-up energy efficiency policy, action and investment through partnerships convened by international agencies, sub-national and city governments, the private sector, and energy efficiency organizations. The Platform's work focuses on energy using sectors with a large potential for rapidly reducing GHG emissions relative to business as usual projections. There are six Accelerators: Appliances, Buildings, District Heating/Cooling, Industry, Lighting, and Vehicle Efficiency. Some Accelerators co-branded existing partnerships and others grew more organically. In general, Accelerator ambitions are limited by available funding.



Box 7. SEforALL Finance Committee Recommendations (2015)

The SEforALL Finance Committee identified several areas critical for mobilizing private investment to meet SEforALL objectives. It made recommendations for SEforALL to support “crowding in” finance through:

- (Supporting efforts to) generate a healthy pipeline of bankable projects and aggregate smaller projects to reach larger financeable size
- Expanding the availability of project development funds
- Deploying finance models such as de-risking instruments to attract private finance
- (Supporting efforts) to improve the legal, policy, regulatory environments and institutional capacity
- Improving the governance and credit worthiness of public sector utilities, and enhancing local and regional capital markets

5.6 UNLOCK FINANCE

SEforALL will help leaders unlock finance and scale-up investments to meet its objectives. Scaling-up investment will require simultaneous action by countries, developers and finance institutions of many types, including development finance institutions, donors, impact investors and private capital. But, “unlocking finance” will require tailored approaches that may be markedly different for access investments than for large(r) utility or grid-connected projects. SEforALL will help bring the right types of capital—including risk-bearing capital—at the right time to finance the emerging and diverse pipeline of renewables and energy efficiency investments. Working through its regional hubs and other partners, SEforALL can play a key role in

helping “unlock financing” for many types of projects, including convening the stakeholders to ensure that a robust pipeline of projects is developed, attracts financing and becomes a reality. This is discussed further below.

- **Support pipeline development** - Regardless of the project size—a large(r) grid-connected investment, an energy efficiency investment or a new innovative business model to deliver energy services to the poorest communities—there is a clear need to develop a robust pipeline of bankable projects that can be taken to private financiers.<sup>33</sup> Work on the Action Agendas and Investment Prospectuses has been valuable in providing a country-driven sector strategy. This work has highlighted many project concepts and there are

emerging and innovative business models to support access (Box 7) but the pipeline remains thin. Many projects still struggle to attract the right mix of financing, including public development finance sources which are meant to crowd-in private capital. There are few resources available to investment pipeline development activities, such as feasibility studies or business modeling and planning, particularly in low-income countries where capacity is limited and barriers for private sector investment are significant. Having available capital and resources for project preparation across the investment spectrum will help ensure projects are better identified and designed and are more attractive for private capital. SEforALL will work in support of, and through partners, to help mobilize the resources

<sup>33</sup> When projects have sufficient information to begin discussions with potential investors, there are options for presenting them to a wide range of investors, including “deal sharing” platforms like IRENA’s Project Navigator and Sustainable Energy Marketplace, or through partnership with Power Africa’s Transaction Tracker.





### Box 8. Innovative Approaches and Finance to Support Energy Access

Achieving energy access goals will require scaling-up financing for the “Bottom of the Pyramid” energy access markets, including the low-income (US\$3-5/day), the subsistence market (US\$1-3/day) and the extreme poverty segment (less than US\$1/day). Innovative models are emerging that have attracted private capital and have the potential for replication. Some examples include:

- **M-Kopa** targets low-income (US\$3-5/day) markets and provides solar power to over 300,000 homes in Kenya, Tanzania and Uganda. Financing is provided by Acumen, Shell Foundation, OPIC and others. M-Kopa recently closed a \$19 million investment with Generation Investment.
- **SELCO** targets the subsistence market (US\$1-3/day) and provides sustainable energy solutions/ services to under-served households and businesses in the urban sector. While capitalized initially with grants it is now fully financially sustainable with primarily impact investor and equity financing from Lemelson Foundation, Good Energies and the Small Scale Sustainable Infrastructure Fund.
- **Malawi Clean Cook Stove SCT** targets the extreme poverty segment (less than \$1/day). A social cash transfer program provides coupons so women can receive clean cook stoves from distributors, who in turn receive additional cook stoves to sell into the market. Cash transfers are provided through donor grants but carbon finance generated from the program will be reinvested in community infrastructure, including (among other things) the deployment of solar rooftop systems.

to effectively move projects (or business models) from concepts to concrete investments that are attractive for debt and equity finance.

• **Unlock capital for investments and projects** - Some public resources will likely be needed ini-

tially to crowd-in private finance or to help credit-enhance governments, municipalities or other developers for large grid-connected access investments and (possibly) energy efficiency investments. For smaller investments, a wider variety of approaches and

financing models will likely be required, for example aggregation vehicles or business models that reach the “last mile” where consumers often engage in more informal transactions. SEforALL will work with and through partners to help convene and bring together the right types of capital to invest in projects in priority countries. SEforALL will do this across the investment spectrum, from large, utility-scale infrastructure through to the smaller energy access investments that serve the poorest consumers, but where the transformational impact is significant. SEforALL is well positioned to lead and facilitate multi-stakeholder interaction on finance through its local and regional partners that will bring an appreciation of local conditions and business dynamics useful for investors.

• **Large scale infrastructure projects**, industrial or building energy efficiency projects<sup>34</sup> are likely to be financed through a “project finance” approach that is suitable for crowding-in international sources and (possibly) some institutional investors if risks are sufficiently mitigated and projects can provide a steady and reliable cash flow.<sup>35</sup> In many instances, this depends on complementary policies or tariff structures, government support and guarantees. DFIs/MDBs are well-placed to play a key role to “crowd-in” international and local

investors by helping to address country, policy and regulatory risks that translate into higher cost(s) of capital from private investors. They can help mitigate risks through blended finance, risk mitigation instruments or additional resource mobilization. Foreign exchange risks, however, remain significant in many markets and will continue to deter large amounts of international private capital. SEforALL will work with and through partners to ensure momentum and appetite from national, multi-national and international sources to support energy infrastructure projects that are sufficiently developed. In some countries, energy infrastructure projects may be financeable through project-finance structures which leverage local capital markets or regional development banks. For lower-income countries, Development Finance Institutions and/or Multilateral Development Bank financing (or other sources of public capital) are likely to continue to play a key initial role by providing de-risking products that can help mitigate perceived (and perhaps real) risks for investors. Local sources of financing will be mobilized wherever possible, and in many cases will have a better understanding of local contexts than international investors.

• **Energy access projects** will likely require equity or working capital for businesses, enhancing the creditworthiness of energy off-takers and addressing issues of affordability for high upfront investments and ongoing opera-

tion and maintenance. For many lower-income countries, typical financing mechanisms (e.g. collateralized debt, guarantees and equity) may face market capacity constraints and a shortage of financial resources. Risk mitigation mechanisms and financing modalities will need to take account of local complexities and constraints. While there are emerging, innovative financing models more work is needed to understand the range of approaches to scale-up access investments—such as grants, microfinance approaches, community finance and blended financing—particularly for new(er) technologies. SEforALL will work through and with partners to convene the right financing partners and help ensure the availability of a wide(r) variety of financing sources—public, philanthropic, donor (blended) and, where possible, private capital—so that access projects have sufficient and useful capital to succeed. This will be facilitated by mapping energy access finance flows and working with local and global partners to develop a picture of on-the-ground financing sources in-country. SEforALL will support new and innovative approaches that ensure the transformative and social protection benefits of sustainable energy access reach the poorest and most marginalized people. These include financing approaches for poor-income households that can function within commercially/quasi-commercial but possibly informal markets where payment for services is

possible, and those where even the smallest upfront costs may be prohibitive.

• **Government support for an enabling environment for private investment** will be needed to address perceived higher risks linked to sovereign risk issues, the lack of a business enabling environment, or informal or non-existent financial and legal regulations. Government leaders can and will need to take a number of policy and regulatory reforms to help build credibility with investors and effectively scale-up private investment and leverage public resources for country-level implementation. In low-income countries where these issues are most acute, the willingness and ability to pay for goods and services may pose additional challenges to establishing commercially viable business models. SEforALL will strengthen its engagement with existing partners (Regional hubs, country focal points, development banks, private financiers and others) to help them make the connections and build the coalitions to enhance the business, policy and regulatory environment at the country level.

## 5.7 TAKE AN INCLUSIVE, PEOPLE-CENTRED APPROACH

**Engage the Disadvantaged in Energy Solutions** - A people-centered approach means ensuring a “just transition” to sustainable energy, not leaving workers or the most vulnerable behind or

<sup>34</sup> For energy efficiency investments, financing approaches can be either working capital, project specific loans or credits/guarantees, often provided with and through local financial intermediaries who can help scale-up energy efficiency investments.

<sup>35</sup> The Finance Committee report of 2015 outlined the potential of raising capital through (green) bond issuances, crowding-in institutional investors through risk mitigation vehicles and other approaches to tap into international sources of finance. These should be explored where possible, but may still require development finance institutions to help mitigate perceived country/market risks.



forgetting social responsibilities. Creating an equitable and just sustainable energy system is essential, but vulnerability may be a source of reluctance to support change. If we are truly going to ensure sustainable energy for all, SEforALL must work with leaders to promote modern energy access where possible and address social welfare issues at the same time such as through social protection schemes and active labor market policies.

Lack of reliable electricity for health care services also puts the lives of pregnant women and their children at risk. Maternal and child mortality have been reduced by half since 1990, but women in developing countries are 300 times more likely to die from childbirth than women in developed countries. Worldwide, over 289,000 women die from pregnancy- and childbirth-related complications every year. Most of them are preventable and occur in resource-constrained settings that lack access to electricity and clean water. Across 11 countries in sub-Saharan Africa, only 34 percent of health facilities have reliable access to electricity.

SEforALL will promote people-centered approaches that make a concerted effort to target the very poorest who will not be reached by business-as-usual

approaches as they lack the disposable income to meet the upfront costs necessary to secure energy access. Targeting the poorest presents gender specific dimensions. Women in most developing countries suffer more than men from the implications of energy deficits and energy poverty. Among the rural poor, women and girls spend up to five hours a day gathering fuel or a significant portion of their household income to purchase fuel. Fuel collection increases vulnerability to physical and sexual violence. Cooking with open fires increases exposure to smoke that kills 4.3 million people a year. Providing access to sustainable energy and clean cooking solutions will reduce this exposure and at the same time mitigate environmental impacts like deforestation, land degradation and climate change. Access to sustainable energy can liberate women and girls from drudgery and allow time for income-generating opportunities, education and rest or leisure.

Going forward, SEforALL will:

- Work through, local government, civil society, and private sector partners to support the design, piloting and replication of innovative access strategies, especially in off-grid or hard-to-reach areas. This will help ensure that the poorest households are

enabled to access a minimum threshold of energy consumption without assuming unmanageable financial risk.

- Work with leaders in government and business to ensure the disadvantaged and women are full participants in energy solutions, that strategies to close the energy access gap are designed with those affected actively involved, and commensurate effort is put into closing access gaps for the very poorest. This includes increasing access to clean cooking and super-efficient appliances for households, providing reliable energy services at birthing clinics and other health facilities, and encouraging greater participation by the disadvantaged and women in the energy supply chain, including as small-scale entrepreneurs.

- Leverage successful strategies and results to advocate at the national and international level on the business case for an enabling environment for last-mile energy access.

- Provide support to facilitate access to finance and business development support for women's enterprises and attract gender-lens investors to the energy sector as an effective means to expand energy access to the last mile.

**Promote Women's Participation in the Economy** - SEforALL will put gender equity at the heart of its strategic approach and contribute to women's full participation in the economy and all aspects of economic development.

Women's access to and participation in clean energy businesses—and new business models for delivery—will be essential components of success. The transition of the energy sector will bring about transformation in the way end-users operate, spurring change across industries and business, cities and communities, from transport to agriculture, and in building design. Clean energy technologies offer women as well as men opportunities for jobs<sup>36</sup> and careers that could result in a more diverse energy sector and create opportunities for lasting change. Diverse workplaces, teams and boards present new opportunities for different thinking and approaches to risk and reward as the energy sector manages through a profound transition.

The energy industry is one of the least diverse sectors of the global economy. From girls and young women's participation rates in science, technology and mathematics education to women in

the energy sector workforce, in management or on boards of energy services companies, the energy sector is behind other sectors in terms of gender balance. There is widespread evidence of the positive dimensions of gender equality and greater equity for women. Recent analysis shows that more diverse teams (management, boards, government agencies, etc.) outperform non-diverse teams and are more innovative and results oriented. There is a clear need to mainstream women's participation and agency throughout the development and economic processes, particularly in critical sectors such as the energy sector.

Going forward, SEforALL will spur action on steps that rebalance women's engagement across the energy value chain and are essential for a sustainable energy transition. Making use of gender expertise within its network, SEforALL will engage business leaders to advocate for better gender diversity on the boards of energy companies, in management and across the workforce in an effort to transform companies in the energy sector, and those that invest in them. This will help them manage the energy transition more smoothly with a fuller and more comprehensive understanding

of risk and opportunity. SEforALL will develop a targeted approach to advocate at the international and national level on the energy and gender nexus (bridging SDG 5 and SDG 7).

**Mainstream Gender in SEforALL's Activities** - To ensure that SEforALL's activities build in gender considerations, SEforALL will establish a gender and energy Accelerator drawing on expertise within its network. This working group will aim to:

- Gather and communicate data and evidence to leaders on the multiple development benefits that accrue from providing access to affordable, reliable, sustainable and modern energy services for women. This will include developing the monitoring and evaluation frameworks to show the progress that is being made and, where it is lacking, SEforALL will advocate for advanced action to support a fuller role for women.

- Raise awareness and increase understanding of the relevance of inclusive development for delivering at the country level.

- Guide gender inputs to SEforALL fora, communications, country engagement and financing activities

<sup>36</sup> IRENA tracks the status of renewable energy employment by technology and in countries in its annual publication "Renewable Energy and Jobs".



## 6

# PROVIDE LEADERS WITH TOOLS FOR ACTION

## 6.1 MARSHAL THE DATA AND EVIDENCE

As an action-oriented platform, SEforALL and its partners play a key role in delivering data and evidence to help leaders implement strategic plans and mobilize the needed finance. Robust data and evidence, communicated smartly, can catalyze action at the local and global level that is inhibited by a lack of information, innovation or vision, or the inertia of key actors or financial markets. When leaders are effectively engaged and data and evidence are gathered and placed for most impact, this can help open up pathways for bolder actions and new approaches, technologies and markets.

To date, SEforALL has placed emphasis on measuring success by monitoring global and national progress towards SEforALL's objectives (e.g. Global Tracking Framework, Multi-tier Framework) and country readiness for investment in sustainable energy (e.g. RISE index). These efforts are described in Section 8.2 and

provide valuable information on where progress is happening and where additional efforts are needed. Going forward, SEforALL will extend these efforts to track progress with financing, particularly for access where data is less available.

Many initiatives and partners in the SEforALL network also generate data and evidence and capture experience on access, energy efficiency and renewable energy, but there has been no uniform or structured way to capture and share it. For example, valuable experience is being gained at the country level through SEforALL's country action work that is informing national development and energy priorities, the enabling environment for investments to address barriers to those investments, and the support to investment plans to act on national priorities. SEforALL's Thematic Hubs and HIOs are collating and generating best practices, and knowledge on targeted issues. However, there has been limited transfer of experience and knowledge or information on the

benefits of action across regions, or between Regional and Thematic Hubs, High Impact Opportunities or other partners.

Going forward, SEforALL will put in place a knowledge management structure to more systematically collate and exchange experience, knowledge and successes across SEforALL's partners. SEforALL will do this by taking stock of knowledge generated routinely by partners across the network, consult with partners on the information they need to act, and design a platform that allows relevant information to be gathered and dynamically and broadly shared. SEforALL will leverage its network of partners to exchange knowledge and information. SEforALL will advocate for its use in driving decision-making.

As SEforALL shifts its focus to implementation, this may highlight new data and evidence needs. Consultation during the preparation of this **Strategic Framework for Results**, for example, has highlighted a number of information needs that will be



taken into account in the design of the knowledge platform. These include, for example:

- **Stakeholder Analysis** – To develop a mapping or typology of the types of individuals and organizations that SEforALL seeks to help on energy access, and their needs, to better inform activities.

- **Economic Analysis** – To extend the analysis and evidence base for action on access and to quantify the costs and benefits associated with closing the access gap early.

- **Finance Flows and Needs** – To map local, regional and international sources of public and private finance and how they meet needs and address the capacity to absorb the finance. Provide illustrative case studies on the types of structures and approaches that may be used to attract private capital for energy access and energy efficiency and renewable energy solutions that are grounded in the local context. Identify solutions to address barriers to finance and investment, particularly those that are common across countries or communities. This could include, as needed, efforts to track investment from donors and others at the country-level to provide a clear picture of status and gaps. In considering how to move forward, SEforALL will explore synergies and coordination across

existing partner efforts, e.g. the GTF, RISE, IRENA's investment flow dashboards, among other things.

- **Investment Performance** – To support partners and coalitions to improve the planning process to better target investor needs and to support processes and coalitions in identifying and sharing relevant information on successful business models, particularly in low-access countries.

- **Enabling Environment** – To share information on country experience in establishing and enforcing enabling policies that support implementation.

- **Global Lessons and Experience** – To effectively exchange information on what is underway—at the country level or thematically—and the benefits of action, across the SEforALL platform.

SEforALL will work with partners to ensure that global knowledge is generated around things that are not yet tracked, that evidence and data continue to be extended and that it is all made available and useable for the stakeholders who need it, so that it will be turned to value.

## 6.2 HELP LEADERS DELIVER

Managing a national or statewide energy transition, particular-

ly given the urgency of climate change, is going to be a challenge. Even where leaders are personally committed to achieving SDG 7, questions remain on how to efficiently and effectively turn ambition into policy, policy into practice, and engage front-line service professionals and end-users. SEforALL will investigate approaches for amplifying delivery capacity and highlight project and budget support implications for multilateral development banks and donor partners.

A number of countries, states and cities with strong leaders have created “Delivery Units” or processes at the center of government—cutting across and bringing together often-fractious ministries—to transform political aspirations into tangible outcomes.<sup>37</sup> Positive experience has recently been documented, amongst others, in Malaysia, Uganda and Chile. Delivery Units focus on producing “better results quicker” by combining change-management techniques and new approaches to (public) service improvement. This is analogous to the approach SEforALL intends to use. Over the last 20 years, different models for driving delivery have started to show results when they have effectively pulled together a network of individuals and organizations that needed to work together around service delivery outcomes, and brought together private and public sector leaders and good ma-

nagement practices. SEforALL's value proposition and way of working embrace many aspects of this approach to achieving global access to sustainable energy.

Going forward, SEforALL will work in two main ways:

- **At the national, state or municipal level** – SEforALL will work with partners to mobilize support to build delivery capacity to manage the sustainable energy transition better. SEforALL will explore whether working with interested Delivery Units and other groups in government, such as the Ministries of Finance and Energy that are aligned with SEforALL's heat map, can deliver faster and more sustained transitions. Created close to the nexus of political power, Delivery Units have the opportunity to build sustainable energy considerations into service delivery outcomes in priority countries, states or major cities. SEforALL's engagement will include case studies, lessons learned and other examples for government to build greater understanding of the potential for building a pipeline of investments and crowding-in financing.

- **At the global level** – SEforALL will explore options for drawing on the experience of Delivery Units that use benchmarking data to spur effective action. SEforALL will work with leaders in government, business and civil society, and leverage its access to effect behavior change in a way that is felt by the “end-user.” SEforALL will

### Box 9. Delivery Units

A “Delivery Unit” is a discrete unit that provides an external, evidence-based perspective on progress and works with Government Line Ministries, Departments, and Agencies to understand and improve the operation of the relevant delivery system. A Delivery Unit, operating with a top-level mandate, will:

- **Focus on improving results** as measured by citizen outcomes in a limited number of priority areas
- **Unblock obstacles** when monitoring shows that progress is off track
- **Build understanding** and capability for strengthening the underlying actors and systems/processes

work in partnership with the regional hubs and others to tailor engagement to the respective energy service areas targeted for change and the sector, organization and the country context. This approach is new and will need to be developed further. The right partnerships and skills will need to be identified to be able to spur effective implementation.

## 6.3 COMMUNICATE STRATEGICALLY

More than a billion people are still suffering from energy poverty—and government, investors and business leaders are not moving swiftly enough to meet the challenge. Why? In many cases, leaders lack critical information. They are unaware of new innovations—of what is working elsewhere—and lack a clear sense of the pathway forward.

SEforALL's strategic communications work will help overcome

this inertia and ensure that critical, dependable and timely information is shared with leaders.

SEforALL will identify itself as the platform where leaders come to gain insight, share best practices, create powerful partnerships and accelerate action. SEforALL will help build an irresistible wave of momentum around renewables, efficiency and energy access, re-defining the art of the possible and creating an enabling environment that allows change to happen at the pace and scale necessary. And it will call attention to leaders who are taking bold action on energy to help alleviate poverty, tackle climate change, create jobs, grow the economy and deliver sustainable energy for all.

SEforALL will target government leaders, business leaders, bankers, investors and thought leaders who have the ability to help unlock the financing needed to secure affordable and clean energy for all.

<sup>37</sup> A number of governments around the world have introduced Delivery Units at the center of government to drive performance improvements. Beginning in the UK in 2001, the Prime Minister's Delivery Unit was the first of its kind at the Head of State level. More recently, Delivery Units have been introduced in Malaysia (the Performance Management Delivery Unit - PEMANDU), Indonesia (the President's Delivery Unit for Development Monitoring and Oversight - UKP4), and Chile (Unidad Presidencial de Gestión Del Cumplimiento), among others. This approach has been adapted at the subnational and municipal levels.



SEforALL will ensure an integrated approach to communications through the use of branding, traditional media, social media, publications and events. Working closely with internal and external partners, SEforALL will share materials, collaborate on campaigns and events, and disseminate messages for maximum impact.

There is real power in numbers.

SEforALL will be a platform that helps lift up, connect and amplify the great work of our partners. At times, SEforALL will help to coordinate these organizations around a shared narrative or a common call to action.

At times, SEforALL will join or lead targeted campaigns that catalyze even greater action on specific renewables, efficiency

and energy access goals. While the theory of change is focused on a top-down strategy with leaders urging other leaders to move—these campaigns will allow SEforALL to contribute to a ground-up approach. In these campaigns, SEforALL will seek to amplify the voices of the most vulnerable citizens—the poor, women and girls who are disproportionately affected by cli-

mate change and energy poverty. SEforALL will tell the stories of these individuals so that pressure can be applied on leaders to ensure that delivery of SEforALL’s objectives leaves no one behind.

Combined, these communications efforts will help build a movement that raises awareness, drives action and helps secure a

better world for over a billion of the world’s most vulnerable citizens.

SEforALL’s global team will support this effort by ensuring its communications work is fully in service of the **Strategic Framework for Results**. This will be detailed in a communications plan developed as part of the bu-

ness planning process for the global team. Turning its website into a high-quality knowledge sharing tool is a high priority. This plan will also aim to effectively communicate the global team’s own work—so that progress can be demonstrated, its convening power can be illustrated and funding diversification can be promoted.





# 7

## DEVELOP ACTION-ORIENTED PARTNERSHIPS

SEforALL’s strategic approach places emphasis on building action-oriented partnerships. SEforALL will build on existing partnerships while identifying new partners who can assist in delivering SEforALL’s objectives “further and faster.” This will entail the development of a broader, more extensive yet highly focused platform that delivers results in energy access, renewables and energy efficiency. It will also mean developing closer relationships with international organizations or groupings such as the IEA, CEM, OECD, and the G20, as well as regional groups (by influencing both their joint and individual policy direction) and further enhancing SEforALL’s relationships with UN organizations such as UNEP, UNDP and UNIDO, all of which are building up their energy and sustainable development activities.

There is a clear role for more engagement and use of knowledge that is city or community based or anchored in a better understanding of energy poverty, the energy needs of the poorest and

the key role of local solutions. SEforALL will develop links to community partnerships that are delivering results or, with more attention and funding, could deliver greater impact and explore partnering with city initiatives such the Covenant of Mayors, ICLEI, C40, and R20, among others.

### 7.1 A NEW APPROACH

SEforALL will re-evaluate and align its partnerships with this **Strategic Framework for Results** to deliver the overall vision for SEforALL (Figure 5). This will entail a partnership structure that reflects a clear description of the role of the partnership and delivery partner, the added value of each partnership and delivery partner, and one- and three-year plans of activities that will be updated on a rolling basis.

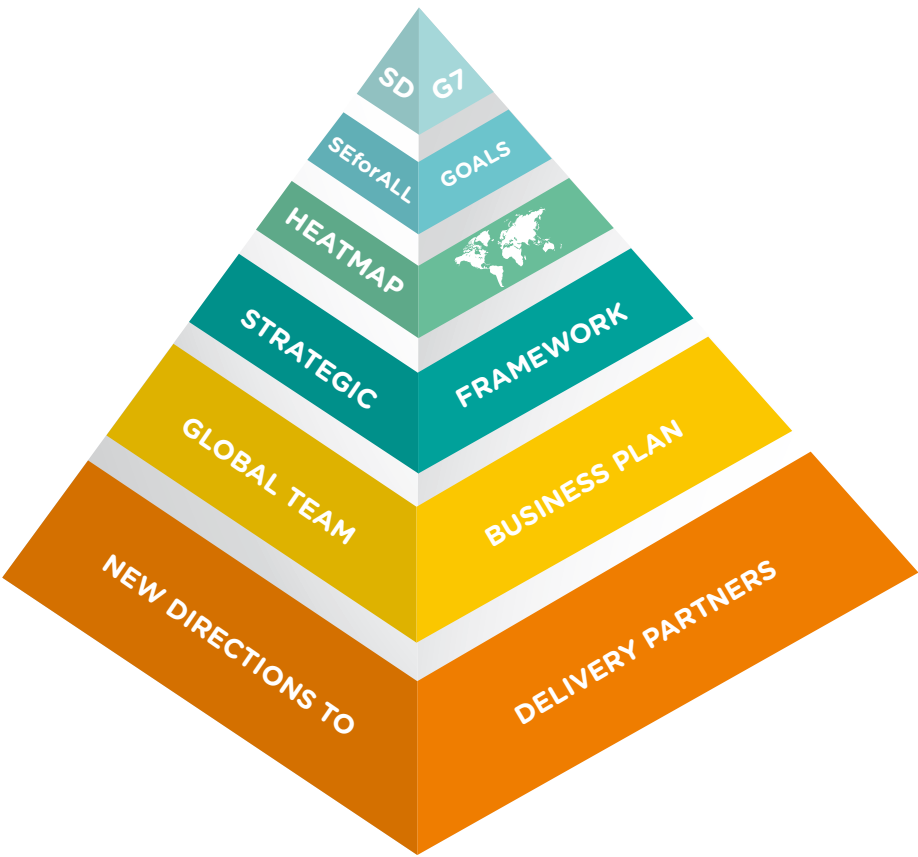
SEforALL will build on existing structures and partnerships and further enhance “live” relations with government partners and donors to ensure greater co-creation, support and joint delivery of campaigns, projects and ac-

tion plans. It will do this through a needs analysis that matches partnerships and current delivery partners with those geographies where SEforALL can have the greatest impact. This may entail brokering and creating new partnerships that truly empower leaders and unlock finance for delivery of SEforALL’s goal. It may require reducing attention paid to some existing partnerships that will not deliver the necessary results or that may not be keen to continue to engage under this implementation remit. It will also mean that SEforALL will need to be equipped to respond to complex political and economic drivers. It will therefore be imperative that SEforALL is selective and that its leadership empowerment efforts are focused on turning “enabled” leaders into champions and ensuring that “champions” are then enabled.

Going forward, SEforALL will **broker connections and partnerships** that:

- Bring together leaders who may not normally talk to each

FIGURE 5. SEforALL VISION CHART



other and create space for conversations that can lead to agreement on a pathway, and partnerships and actions to deliver 2030 objectives.

- Catalyze action on the ground through partners, such as the Regional and Thematic Hubs.
- Promote thought leadership and provide advice to govern-

ment leaders and ministries through SEforALL’s Leadership Catalyst, Accelerators and Impact Coalitions.

- Help move national and sub-national energy-related strategies towards implementation, projects from concepts to investments—and unlock the necessary financing.

SEforALL will **leverage its resources for maximum impact by:**

- Being selective in the partnerships it invests in and regularly revisiting them to ensure their alignment with this **Strategic Framework for Results**.
- Mapping key influencers in priority countries and forming coalitions and partnerships to connect leaders with actors who can fast track progress over 2016-21.
- Elevating the sustainable energy dialogue to the highest levels of government and engaging economic and financial policy decision-makers to steer investments to targeted sustainable energy projects.

- Mapping key energy leaders by sector and solution and geographic needs, and investing more resources in jurisdictions where impact can be effected.

- Enhancing the communication of successes and failures to ensure successes are replicated.

- Developing partner engagement, key performance indicators and delivery agreements to ensure traceability of results and establish regular channels for coordination with focal points to main relationships.

## 7.2 TAKE FORWARD EXISTING PARTNERSHIPS

To move from vision to implementation requires rethinking and simplifying the partnership framework for delivery. SEforALL proposes to streamline and enhance the current partner framework as follows:

- The **Advisory Board's Thematic Committees** (Access, Energy Efficiency, Finance, and Renewables) will be enhanced through a new Leadership Catalyst (Section 7.3).

- **Hubs** will continue, or be established, if they play a major implementation role in the region or theme in delivering this **Strategic Framework for Results**. New Thematic Hubs

such as for Finance and the Power Sector will be needed. Hubs such as the Europe and Central Asian Hub, the Energy Efficiency Hub, the Energy Efficiency Facilitation Hub and the Capacity Building Hub may be repurposed to focus more on implementation, to become accelerators or deliver results through other programs.

- **Accelerators** are a core delivery mechanism for SEforALL but have only focused on energy efficiency to date. A greater body of Accelerators covering all three themes could be even more effective in supporting the Regional Hubs. This would mean enhancing and repurposing the existing Energy Efficiency Accelerator Platform and creating new Accelerators, such as for gender, where necessary.

- **High Impact Opportunities** that are delivering results on the ground and are an integral part of meeting SEforALL's objectives will be repurposed as Accelerators.

- **New Strategic Partnerships** will be created with organizations, academia and the public and private sector to foster thought leadership and accelerate action.

### 7.2.1 SEforALL's Regional Hubs

The Regional Hubs play a crucial

role in implementing SEforALL's objectives at the regional and country level. Located in Africa,<sup>38</sup> Asia-Pacific,<sup>39</sup> Europe and Central Asia,<sup>40</sup> Latin America and the Caribbean,<sup>41</sup> and hosted by the respective regional development bank, the hubs typically bring together development banks, UN agencies and regional organizations to work in a coordinated way with country focal points. They help connect the global agenda with action on the ground, prepare AAs and IPs and enable regional coordination and knowledge exchange. The regional development banks typically fund a small team with the authority to engage local and regional partners and mobilize action towards SEforALL internally. The most active Regional Hub is Africa. The Africa Hub could serve as a model for the others, while allowing each Regional Hub to tailor its approach. For example, EBRD has indicated that they are more inclined to work with the Thematic Hub on Energy Efficiency and more suited to leading discussions on finance and energy efficiency rather than serving as the Europe and Central Asia Regional Hub.

SEforALL will work with the Regional Hubs to develop a partnership framework that reflects the most suitable role for them and for the SEforALL global team. This will mean building hu-

man and financial capacity for the hubs and enhancing communication and assistance to them from the SEforALL global team. With the new focus on the "heat map" priority countries and implementation SEforALL will explore how to rally the regional hubs around the most impactful economies. SEforALL will work through the Regional Hubs to:

- Map and better understand local contexts to identify where progress can be accelerated—taking into consideration the "heat map" results—and marshal the evidence to support action and benchmark progress.

- Enhance governments' capacity for preparing and targeting AAs and IPs to better engage the private sector and ensure actionable outcomes over time. Redouble efforts to address issues that directly impact private sector investment, including the enabling policy environment and the need for risk mitigation.

- Prioritize and deepen relationships at the local and regional level to move projects from concepts to investments and address the project readiness gap. Include business leaders willing to work towards SEforALL's objectives through projects in priority countries. Explore collaborative opportunities with other partners such as the UNIDO Energy Centers.<sup>42</sup>

- Listen to and maintain an active dialogue with local partners, organizations and stakeholders to amplify their voices and tell stories of success.

- Create a system to better connect the hubs and the SEforALL partners and facilitate communication between them, so as to cross-pollinate ideas and action on the ground.

### 7.2.2 SEforALL's Thematic Hubs

The Thematic Hubs bring together coalitions of partners for knowledge generation and exchange around key themes including Energy Efficiency, Energy Efficiency Facilitation, Renewable Energy, Knowledge and Capacity Building. Arrangements for hosting and resourcing these hubs vary.

- **The Energy Efficiency Hub** is funded by the Government of Denmark and hosted by Technical University of Denmark and UNEP. It is led by the Copenhagen Centre for Energy Efficiency (C2E2) and works closely with the SEforALL global team, especially through its Global Accelerator Platform Secretariat. There is room for a clearer definition of the relationship with the Hub and the Platform Secretariat and a greater focus towards coordination and delivery of results. The **Global Energy Efficiency Accelerator Platform** has been an important energy efficiency delivery partnership and filled a gap

in the energy efficiency field with its focus on accelerating progress on appliances, buildings, district heating/cooling, industry, lighting and vehicle efficiency. GEF support for the Accelerators has demonstrated a strong business model and in some cases successful public private partnerships. Going forward, SEforALL will enhance private sector involvement in the Accelerators, develop near- and mid-term plans and key performance indicators, identify gaps in coverage and additional co-financing. SEforALL will additionally review the function of the **Energy Efficiency Facilitation Hub**, hosted by the Energy Efficiency Center in Japan, against the **Strategic Framework for Results**.

- **The Renewable Energy Hub** hosted by IRENA has supported activities of high relevance to the work of SEforALL such as REmap, a roadmap to doubling the share of renewables in the global energy mix developed with the SEforALL Energy Efficiency Hub. The integrated nature of REmap and the links with specific country roadmaps could be very useful to further determine priority countries under the heat map process as well as determining where country win-wins could be found across all three objectives. Going forward, collaboration with IRENA will need to be enhanced and better coordinated with the SEforALL

<sup>38</sup> Hosted by AfDB in cooperation with the African Union Commission, NEPAD and UNDP. In West Africa, the ECOWAS Center for Renewable Energy and Energy Efficiency (ECREEE) practically fulfills the functions of a sub-regional hub.

<sup>39</sup> Hosted by the ADB in cooperation with the UN Economic and Social Commission for Asia and the Pacific and UNDP.

<sup>40</sup> Hosted by EBRD.

<sup>41</sup> Hosted by the IADB in cooperation with the UN Economic and Social Commission for Latin America and the Caribbean, UNDP and the Latin American Energy Organization (OLADE).

<sup>42</sup> The UNIDO Energy Centers are an expanding South-South network comprising six regional centers for renewable energy and energy efficiency for West, East and Southern Africa, the Arab States, the Pacific and Caribbean.



platform and the new focus on delivery of results.

- **The Knowledge Hub** convenes a coalition of partners around various knowledge products under the leadership of the World Bank. It has been very successful in producing valuable benchmark products under the SEforALL banner. For example, the Global Tracking Framework (GTF) coalition, led by the International Energy Agency and World Bank, reports national and global progress against the three SEforALL objectives.

- **The Capacity Building Hub** hosted by the Energy and Resources Institute, TERI, facilitates awareness generation/sensitization, knowledge assimilation and dissemination, design and delivery of programs of change, and identification of research gaps. Going forward, SEforALL will discuss how to align the hub's work with the **Strategic Framework for Results** and better connect it with SEforALL partners.

### 7.2.3 High Impact Opportunities (HIOs)

HIOs were set up to provide a vehicle to engage the private sector and civil society in priority areas. They foster joint action, mobilize and share new

knowledge, raise awareness, pilot solutions and support engagement among public and private institutions and civil society stakeholders. Six HIOs<sup>43</sup> covering topics such as bio-energy, clean energy mini-grid development, clean cook stoves,<sup>44</sup> women and health, Water-Energy-Food nexus and gas flaring reduction have been operating on a voluntary basis. Partnership and funding models vary and are often resource constrained. SEforALL will review the HIOs, together with the partners, to see how they are aligned with this **Strategic Framework for Results**, what results can be achieved over 2016-21 and how these results will be measured. Some existing partnerships may need to be strengthened and repurposed as Accelerators and others may not need as much support from SEforALL going forward.

## 7.3 PARTNERING WITH THE UN

Accomplishing the objectives established by the 2030 Agenda for Sustainable Development and the Paris Agreement will require leadership by all countries and stakeholders working in partnership to accelerate and scale up actions. A strong and structured relationship with the United Nations system—with its

unique convening power and reach—will be critical to encourage, facilitate, track and guide positive development and progress. Several elements comprise this engagement:

- **Relationship Agreement with the UN** – A relationship agreement will be concluded between the United Nations and SEforALL's global team to ensure that the activities of both parties are aligned in support of the full implementation of SDG 7. The agreement will help ensure that roles are clear and activities are closely coordinated.

- **UN Agencies and Bodies** – SEforALL will deepen and expand its reach by partnering with the United Nations system at the global, regional and national level through the SRSG and UN Energy, the more than 30 UN agencies working or connected with sustainable energy, regional commissions and the Resident Coordinators in more than 130 countries. This will allow SEforALL to leverage its unique convening power to monitor and assess progress on the SDGs and drive action. In doing so, SEforALL will be able to continually highlight the nexus and leverage synergies between energy and the other SDGs.

- **Reporting on SDG 7 Progress**

– SEforALL will work closely with the United Nations system, especially the UN Department of Social and Economic Affairs and over 20 UN entities that support the work of the SEforALL Global Tracking Framework, to generate and compile information that can support the UN Statistical Commission in tracking progress on access, energy efficiency and renewable energy for SDG 7 and contribute to the UN Secretary-General's annual report on the SDGs. These efforts are expected to contribute to the UN High-level Political Forum on Sustainable Development, the United Nations' central platform for the follow-up and review of the SDGs.

- The SEforALL **Quasi-International Organization** is headquartered in Vienna, Austria.

## 7.4 THE ROLE OF THE SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL ON SEforALL

In creating a Special Representative of the Secretary-General (SRSG) on Sustainable Energy for All, the Secretary-General, in his report of the 70th General

Assembly, notes that the SRSG would act as a focal point within the UN system, in pursuit of SDG 7 and the goals of SEforALL. The SRSG works to catalyse action in pursuit of the SEforALL objectives. As requested by the Secretary-General, the SRSG is supported by UN DESA. At the same time, the SRSG channels into UN DESA her perspective from the interactions with member states, international agencies, multilateral development banks, civil society and the private sector, and ensures that UN DESA is able to represent accurately dynamics around progress towards the goal in its function of monitoring and reporting on progress towards all SDGs. The SRSG relies upon the evidence and data produced under the umbrella of SEforALL in carrying out her functions, as well as interactions with other bodies.

## 7.5 SUPPORT PARIS AGREEMENT ACTIONS

The Paris Agreement and the (Intended) Nationally Determined Contributions, (I)NDCs, submitted by most countries show unprecedented commitment to reduce greenhouse gas emissions. Sustainable energy is central to most (I)NDCs, which typically include actions on renewable energy, energy efficiency and energy access. Taken together with the SDGs, this significantly fortifies

SEforALL's impact approach in priority countries and requires a more holistic approach to energy systems at the national level. It creates a unique opportunity for SEforALL to harness its broad platform of private and public sector partners including the UN, World Bank and MDBs, as well as its network of donors and government partners to empower country leaders to move further and faster on their (I)NDCs.

SEforALL will complement this by working with governments and partners in the short term at the national and international level to avoid duplicating efforts and resources, identify countries for priority support, translate national plans and programs to implementation and ensure such plans can speak to the needs of multiple processes. With a view towards greater action, SEforALL will continue with its support of the Lima Paris Action Agenda, with a focus on Morocco as the "action" Conference of Parties. This will entail not only continuing to lead on energy efficiency, but also working with partners to maybe broaden SEforALL's support to other topics, such as metrics to measure progress.

<sup>43</sup> On Sustainable Bioenergy, Clean Energy Mini-grid Development, Energy for Women's and Children's Health, Phase out of Gas Flaring from Oil Production, Universal Adoption of Clean Cooking Solutions and the Water-Energy-Food Nexus.

<sup>44</sup> Led by the Global Alliance for Clean Cookstoves and other partners.







# 8

## MEASURE SUCCESS

The work of the SEforALL global team aims to spur forward the work of the SEforALL platform and its participants. The global team’s resources are aligned with the Competencies of the SEforALL platform (Section 2.4) and the following values guide decisions on how it delivers results:

**Partnership.** SEforALL’s global team operates within and across partner driven networks, building on its strong relationship with the UN. SEforALL’s global team catalyzes connections, coordinates activities with others, collaborates on common objectives and leverages opportunities to deliver more as a platform than it can do individually.

**Agility.** SEforALL’s global team is adaptive in its approach so it can stay focused on its goal in an evolving economic and political environment. It brings people together that don’t normally talk to each other and frames the questions differently so it can help leaders unlock action and finance.

**Diversity.** SEforALL’s global team recognizes the diversity of needs across countries and communities and commits to working with all actors in delivering solutions that respond to these differentiated needs.

**Equity.** SEforALL’s goal is for “all.” SEforALL’s global team strives for a sustainable energy transition that is just and equitable and leaves no one behind.

**Results.** SEforALL global team focuses on helping leaders make the most progress, fastest in areas that make a meaningful contribution to SEforALL’s objectives. It is solutions-oriented. It values evidence and data. It understands the scale and urgency of the sustainable energy challenge and the need for a holistic systems-based approach.

**Trust.** SEforALL’s global team treats information carefully and respects what it is entrusted with as it serves partners and their success.

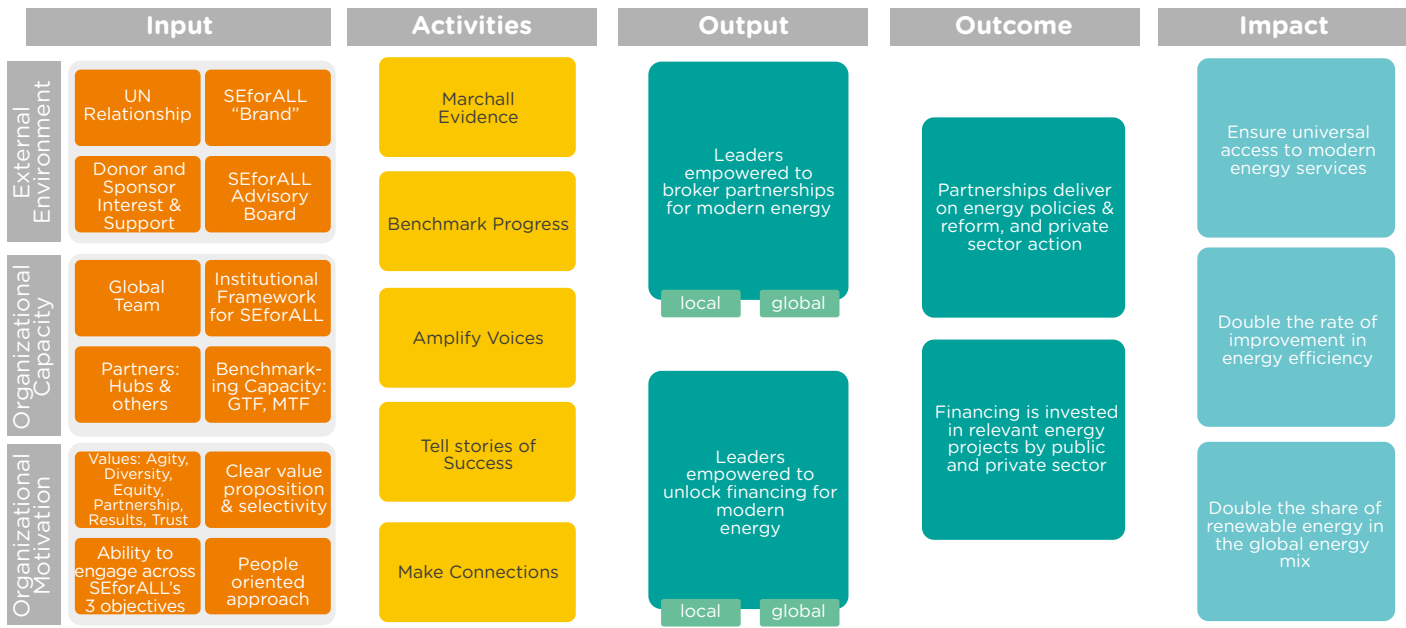
### 8.1 AN INDICATIVE RESULTS FRAMEWORK FOR SEforALL’S GLOBAL TEAM

SEforALL’s global team will develop and use a comprehensive monitoring and evaluation framework to ensure the relevance, effectiveness and efficiency of activities, and alignment with SEforALL’s value proposition. This will be framed within the context of contributing to progress towards the 2030 Agenda for Sustainable Development and the Paris Agreement.

The results framework will provide a consistent structure for decision-making, assessing inputs and activities and their contribution towards desired outputs and outcomes. It will ensure that there is clear accountability within SEforALL’s global team for its outputs and outcomes, in the near-, medium- and long-term.

The results framework will be based on an underlying theory of change that sees robust

FIGURE 6. HIGH LEVEL OVERVIEW: INDICATIVE RESULTS FRAMEWORK FOR SEforALL’S GLOBAL TEAM



energy policy and investment frameworks and motivated and innovative businesses and investors as critical to closing the energy access gap and to going beyond “business as usual” progress to achieve SEforALL’s objectives for energy efficiency and renewables. SEforALL’s global team will target its support to leaders to help overcome barriers to action such as inertia, lack of vision or information, or poor motivation to innovate and drive change. There are other critical barriers such as capacity gaps and vested interests shaping poor policies and regulations that are well understood by many governments and government agencies, as well as development partners that are mobilizing efforts to

address them. In these areas, the contribution from SEforALL’s global team would be indirect—for example, through its work at the leadership level to open space for unusual conversations, decision-making or motivation. The results framework will be based on a number of critical assumptions that include:

- **Impact** – The global community remains committed to deliver the 2030 Agenda for Sustainable Development Goals and progress on SDG 7 remains a priority. SEforALL is committed to accelerate efforts to deliver early on SEforALL's objective for universal access to modern energy services by 2030.

- **Outcome** – Partnerships are brokered that accelerate progress towards SEforALL's objectives and investments are scaled-up to a level that is consistent with financing needs.

- **Output** – Leaders in government, business, civil society and others exist and are committed to broker partnerships that advance action towards SEforALL's objectives and unlock the necessary financing.

- **Activity** – Marshalling evidence, benchmarking progress, amplifying voices, telling stories of success and making the right connections address inertia in decision-making and financing by raising awareness, increasing motivation and enhancing the availability of information needed by leaders to move forward. This assumption applies to all of SEforALL's activities and assumes their alignment with SEforALL's value proposition.

- **Assets** – These are tailored to support SEforALL's objectives and are deployed to maximize contributions and ensure efficiency in the use of resources.

The results framework will be

complemented by a monitoring framework that lays out clear indicators, targets and baseline data against which the results of SEforALL's global team will be measured. The monitoring framework will be developed as part of the business planning process that will follow from this **Strategic Framework for Results** and discussions by the Advisory Board. It will provide indicators at four levels:

- **Level 1** – To measure progress towards the SEforALL goal, SDG 7, and outcomes of the Paris Agreement where SEforALL seeks to contribute. These impacts cannot be attributed by SEforALL's global team but represent collective action from a broader array of stakeholders.

- **Level 2** – To measure outputs and outcomes that are aligned with SEforALL's value proposition and can be directly attributed to the activities of SEforALL's global team or platform partners, using clear Key Performance Indicators (KPIs) aligned with the indicative results framework presented here.

- **Level 3** – To measure the operational effectiveness of SEforALL's global team in delivering inputs and activities, on time and in budget, and in alignment with the **Strategic Framework for Results**.

- **Level 4** – To monitor the efficiency of the internal processes of SEforALL's global team.

Progress will be reported on an

annual basis. SEforALL's global team will take stock and adjust activities to enhance the focus and quality in 2018, the midpoint for implementation of this **Strategic Framework for Results**.

## 8.2 BENCHMARKING GLOBAL PROGRESS TOWARDS THE GOAL OF THE SEforALL PLATFORM

SEforALL's Knowledge Hub has been instrumental in delivering metrics to benchmark progress. These metrics have raised the profile of SEforALL, informed SDG 7 tracking processes and are improving understanding of energy services in low-access environments. They will be positioned and used as a tool to motivate action towards a "race to the top" and to inform decisions and selective action. The metrics are briefly described below.

**SEforALL Objectives** – SEforALL tracks progress in delivering energy access, increasing energy efficiency and the share of renewables at a global and country level using the Global Tracking Framework (GTF). The GTF uses a technically rigorous approach and available data from household surveys and international databases. This framework has proven to be a significant contribution to the development of global systems to track progress with SDG 7. GTF reports have been delivered every two

years, starting from 2013.

**Energy Services for Access** – In 2015, a Multi-Tier Framework (MTF) was launched to track the quality of energy services received by households, communities and for productive uses (e.g. adequacy, availability, reliability, affordability, safety and health). The MTF is a significant contribution to the global understanding of energy access. It provides a clear, tiered framework for policy decisions that can be tracked across a range of service attributes, demonstrates how interventions along the energy supply chain can improve access, and provides detailed analysis to diagnose energy use, status, gaps and cost-effective approaches to close access gaps. A baseline survey is underway in 15 high energy access deficit countries and options are being explored to institutionalize these surveys, for example, through the International Development Association's multi-topic household surveys that are conducted every three years.

**Country Level metrics** – SEforALL Action Agendas include monitoring frameworks to track progress in delivering nationally tailored plans to deliver SEforALL objective(s). They draw on data from national statistical offices, and in some cases GTF and MTF data and/or frameworks.

**Investment Readiness** – SEforALL tracks the legal and regulatory environment for investment in SEforALL's goal at the country level through the Readiness for

Investment in Sustainable Energy. RISE has been piloted in 17 developed and underdeveloped countries and a global roll-out for over 100 countries will be published later in 2016. It is expected to be updated every two years to 2030.

**Finance Flows and Finance Needs for Access** – Going forward, SEforALL will seek to develop an approach and gather available data to provide a consistent, robust and transparent picture of finance flows and needs for energy access in high-access-deficit countries. If data can be sourced with the necessary funding and partnerships, SEforALL would aim to launch this in 2017 and potentially update this on a regular basis through 2030.

**Energy Productivity** – Going forward, SEforALL will seek to partner with others to develop metrics to benchmark progress on energy productivity that can be applied at the country level to complement existing indicators used to measure energy intensity in the Global Tracking Framework.

## 8.3 RELATIONSHIP TO TRACKING AND ASSESSING PROGRESS FOR SDG 7

SEforALL is supporting the UN in developing a set of indicators to measure progress towards SDG 7. In March 2016, the UN Statistical Commission considered indicators proposed by the Inter-Agency and Expert Group on SDG Indicators. The SDG 7 indi-

cators are closely aligned with indicators from the Global Tracking Framework (GTF) and support is being provided to the UN system by the GTF coalition of partners (members of the Knowledge Hub supporting the GTF) and UN DESA for their development.

The global framework for the SDG indicators has been agreed by the UN Statistical Commission and is expected to be endorsed by the UN General Assembly. The Interagency Expert Group on SDGs (IAEG-SDG) has identified entities responsible for compiling data on individual indicators. Given the close alignment with the GTF indicators, GTF coalition partners are expected to play a role in annual reporting going forward (although formal decisions are yet to be made). This may require the frequency of reporting for the GTF to shift from every two years to an annual basis. In preparing the 2017 update to the GTF, engagement is planned with the UN regional economic commissions to more closely align the GTF's work with tracking at the country level.

SEforALL is coordinating the preparation of a report, with UN agencies and stakeholders, on global progress towards SDG 7 implementation that looks at experience and lessons and provides policy recommendations on potential areas of action. SEforALL is working to support the Secretary-General's Annual Progress Report on SDGs.





# 9 COMPLETE THE GOVERNANCE TRANSITION

SEforALL has a small global team to support the SEforALL platform. The global team is legally headquartered in Vienna, Austria. It operates in a distributed manner encompassing Vienna, and a small presence in Washington, DC, where the finance competence will be based. SEforALL intends to take action principally through its SEforALL hubs and its network of other partners.

## 9.1 INSTITUTIONAL ARRANGEMENTS FOR SEforALL'S GLOBAL TEAM

The SEforALL global team will be managed by the SEforALL Quasi-International Organization (QIO), with headquarters in Vienna, Austria. As a Quasi-International Organization under Austrian Law,<sup>45</sup> the governance structure for the SEforALL legal entity will

include governance bodies and elements suitable for organizations of this kind.<sup>46</sup> Quasi-International Organizations under Austrian Law operate as social impact organizations, enjoy certain tax exemptions<sup>47</sup> (among others income tax of their employees) and are able to hire international staff.<sup>48</sup> If notified under the auspices of UNOV to the Austrian Authorities according to the UN Seat Agreement, employees of the SEforALL QIO will enjoy the full set of privileges and immunities in accordance with the UN Seat Agreement with Austria.

## 9.2 RESOURCES FOR THE SEforALL GLOBAL TEAM

The SEforALL global team relies on donor contributions for its funding. As its operations are aligned with the new **Strategic Framework for Results**, a new

fundraising strategy will be developed that sets priorities for donor partner engagement. Resource mobilization will be an important accountability of the QIO's CEO and senior management team. The SEforALL Chief Operating Officer will be the direct counterpart for all donor arrangements.

Details of the resource mobilization strategy will be included in the global team's business plan, which will be drafted following discussion of the **Strategic Framework for Results** by the Advisory Board. It will cover funding for the work of SEforALL's global team and, in certain circumstances, that of SEforALL's partners. The strategy will be diversified to engage a broad spectrum of actors, including private sector partners.

SEforALL currently channels its resources using several mecha-

<sup>45</sup> Bundesgesetz über die Einräumung von Privilegien an nichtstaatliche internationale Organisationen StF: BGBl. Nr. 174/1992 i.d.g.F.

<sup>46</sup> The SEforALL Organization's statutes are currently being revised to adjust to the status of a Quasi-International Organization.

<sup>47</sup> The Austrian Federal Government is expected to issue the regulation listing recognized Quasi-International Organizations (QIO) in late June 2016; the said regulation will have retroactive effect as of January 1st, 2016; the status of QIO entails certain tax exemptions.

<sup>48</sup> The Austrian Ministry for Labour, Social Affairs and Consumer Protection is expected to issue the amended Aliens Employment Regulation in late June 2016 which will exempt SEforALL employees who are non EU citizens from the obligation to obtain individual work permits.



nisms. These include direct bilateral agreements on staff secondment, a Multi Partner Trust Fund administered by UNDP, an account with UNOPS, and an account administered by the UN Foundation. These arrangements will be reviewed and simplified.

SEforALL’s global team will accept restricted and non-restricted resources in cash and in kind from public and private donors for its work in support of the **Strategic Framework for Results**. Under these arrangements, it will be able to accept restrictions on the use of resources towards specific sub-elements of the **Strategic Framework for Results**, but will not be able to accept resource restrictions on the format or structure of the work.

9.3 THE SEforALL ADVISORY BOARD

SEforALL’s Advisory Board is as

unique as it is critical to SEforALL’s value proposition and business model. It comprises 40+ ministerial-level or chief executive-level leaders selected from key government or international organizations, relevant energy businesses and civil society organizations, global leaders in energy finance, investments and authorities in policy, technology and other strategic issues.

The Advisory Board is co-chaired by the UN Secretary-General, who appoints Board members, and the President of the World Bank Group.

The Board provides strategic input to the SRSG on the implementation of Sustainable Energy for All. Board members are committed to raise awareness and mobilize stakeholders on behalf of SEforALL globally. The Board does not have formal governance or oversight of the operations of

SEforALL’s QIO. That is the responsibility of the Administrative Board to the QIO.

As prominent advocates of SEforALL’s objectives, Advisory Board members play a critical role as champions by reaching out to leaders SEforALL works with to offer their experience in advancing sustainable energy sector development and provide perspective and encouragement. Courageous leaders who think long-term and commit to drive progress beyond “business as usual” implementation are needed to deliver SEforALL’s goal to meet 2030 objectives, despite and beyond barriers and easier short-term solutions. Given the new focus on mobilizing leadership action, Board members will be invited to participate in select high-level engagements, to encourage and support such leadership.

10 RISKS TO DELIVERY

Potential risks to the delivery of SEforALL’s strategic approach and proposed mitigation measures follow.

RISK	IMPACT	MITIGATION
Inability to demonstrate value added of SEforALL. There is a loss of political momentum, if transformational results are not delivered in the 2018-21 period.	High	Prioritize countries and tailor approaches for support, focus on helping actors with their high impact problems, help build coalitions for implementation, and create bright examples. Demonstrate quick wins (2018-21).
SEforALL is unable to reach ALL. Progress continues in easier to reach segments of the population lacking access.	High	SEforALL will use its heat maps to identify where it needs to make progress to achieve SEforALL objectives and to tailor engagement strategies. It will consult with partners on how best to operationalize this to accelerate progress in countries with high impact towards these objectives and to leverage the broad resources of the SEforALL platform to ensure that harder to reach communities are not left behind. SEforALL’s Knowledge Hub will continue to benchmark progress regularly that will inform partners and allow implementation approaches to be adjusted over 2016-21 as this <b>Strategic Framework for Results</b> is operationalized.
Duplication of planning efforts across SEforALL, SDG 7 and INDC, and other agendas.	High	Working through SEforALL’s regional hubs, adopt a coordinated approach to engagement in priority countries for actions aimed at harnessing synergies with other processes and efforts, and focused on delivering results (which is a central tenet of the AA process). Help leaders and partners build the coalitions needed to re-tool the investment planning process to move project concepts to investments, and tailor them for private sector audiences.



RISK	IMPACT	MITIGATION
SEforALL's efforts to benchmark progress to 2030 objectives lose relevance as SDG 7 is implemented.	Medium	SEforALL's Knowledge Hub works in a coordinated way to support the UN process and provide a space to develop and test new approaches and metrics before potential adoption, e.g. MTF. Clear and coordinated communication around SEforALL and SDG 7 processes.
SEforALL loses relevance with partners if there is no process to connect stakeholders to global developments, local action or knowledge.	Medium	Put in place a strong and reliable partner engagement approach, establish a knowledge management system, improve communications and outreach, and establish mechanisms for regular engagement with partners (e.g. fora, virtual engagement, etc.)
Partners are unclear of their roles in the SEforALL platform or the contribution of SEforALL's global team.	Medium	SEforALL's Global Team will review partnership relationships and strengthen engagement or establish new partnerships as needed. A clear understanding will be established of the roles and responsibilities of different partners in the SEforALL platform and of the global team.
SEforALL's donors are unable to offer funding commensurate with SEforALL's ambitions. If funding does not come in swift enough, SEforALL will not be able to offer (attractive) contracts to key personnel.	Medium	SEforALL will extend its funding base beyond its current main donors (Denmark, EU, Germany, Iceland, Norway, Sweden, and UK) and diversify in terms of other countries and contributing organizations, and specifically in terms of the private sector. To achieve this, in addition to various outreach efforts, SEforALL will consolidate its financial management, reporting, and engagement approaches to ensure it offers to donors the trust, convenience, and effectiveness needed to be an attractive choice. This will also include agreements with SEforALL partners to engage in a coordinated manner, offering complementary choices. Carefully done strategic staffing will focus on ensuring that essential positions are being funded while additional resources are identified and mobilized.

RISK	IMPACT	MITIGATION
Shift in institutional arrangements reduces accountability and engagement.	Medium	Regular reports on monitoring and tracking will be made public, as will proceedings from key meetings. Stakeholders will be invited to engage with SEforALL through various fora, including the bi-annual SEforALL Forum, a Partner Forum and a new Forum for donors to SEforALL's global team.
Establishing SEforALL as a Quasi-International Organization (QIO) (under Austrian Law) moves significantly slower than expected. Even though the status of a QIO provides a full set of rights and privileges, SEforALL might have to look for additional means and tools deemed necessary to be operationally effective in the international arena.	Low	<p>While specific legal actions (two ministerial ordinances) are still pending, SEforALL has been assured by the Austrian Authorities that these actions will have been undertaken by the end of June 2016.</p> <p>Operating SEforALL as a Quasi-International Organization will involve a number of administrative processes that are likely to be time intensive but will be manageable with the requisite investment in managerial and administrative time or legal support (e.g. seeking residence permits for international staff etc.).</p> <p>Operating SEforALL as a Quasi-International Organization has the potential to increase operating cost by up to 20% since, as a QIO, SEforALL will not be exempt from VAT on goods and services purchased in Austria, including rent. International procurement will limit the exposure to such cost increases.</p> <p>Austrian authorities have committed to grant to staff members of SEforALL the full set of privileges and immunities in accordance with the UN Seat Agreement with Austria if these staff members are notified under the auspices of UNOV.</p>

# ANNEX 1

## KEY FINDINGS OF A RAPID EVALUATION

**Background** – As an input to the **Strategic Framework for Results**, SEforALL contracted an independent evaluator, Universalia of Montreal, Canada, to undertake a formative evaluation. The evaluation was framed as a rapid diagnostic “to support improving SEforALL’s design and performance going forward by helping to understand what has and has not worked and why, and what other factors (internal and external) have been at work in determining SEforALL’s performance as a global partnership.” Universalia used a conceptual framework based on the Institutional and Organizational Assessment (IOA) model developed by Universalia and the International Development Research Centre (Figure A1). This model assesses organizational performance in terms of its effectiveness, efficiency, relevance and financial viability as a function of three variables: capacity, motivation and environment. The IOA model is considered one of the most comprehensive assessment

models in the evaluation community and has been used widely across international development work.<sup>49</sup>

While the assessment offers a focus on past performance, this assessment was undertaken with a prospective lens. The evaluators expect to deliver their final report by the end of June 2016. Once finalized, an executive summary will be made available to SEforALL’s stakeholders, donors and partners. The full version, respecting the confidential information therein, will be made available to the management of SEforALL’s global team and its Administrative Board.

**Preliminary Findings on External Environment** – The draft evaluation notes SEforALL’s history as a successful example of a high-level advocacy and multi-stakeholder coalition-building effort that supported and contributed to an innovative consensus towards SDG 7. The draft evaluation notes the unique set-up of SE-

forALL’s mandate in bringing together coalitions and conversations across the three related but otherwise separate goals of energy access, energy efficiency and renewable energy. Given the innovative nature of the SDGs in general, and SDG 7 in particular, the draft evaluation points to the challenge of identifying a relevant organizational form to operationalize the ideas espoused by SEforALL, giving rise to confusion among stakeholders about the role and function of SEforALL as a contributor to SDG 7 implementation.

Stakeholders interviewed for the evaluation overwhelmingly suggest that there is an ongoing need for advocacy around the three goals through a development-climate change coalition. As the SEforALL coalition is still fragile, it will need support and nurturing going forward. Continued coalition-building will have to be an important part of the work program because of the touchpoints between the SEforALL agenda

FIGURE A1. THE INSTITUTIONAL AND ORGANIZATIONAL ASSESSMENT FRAMEWORK



<sup>49</sup> [http://betterevaluation.org/theme/organizational\\_performance](http://betterevaluation.org/theme/organizational_performance)

Source: Universalia <http://www.universalia.com/en/services/institutional-and-organizational-performance-assessment>



and many other areas—such as water, food, gender equality and the empowerment of women. The draft evaluation points to the relevance of a role for SEforALL in supporting the continued need for data and the information and evidentiary knowledge needed to help coordinate and inform decisions being taken by actors involved in SDG 7 implementation.

**Preliminary Findings on Organizational Motivation** – The draft evaluation notes the strong leadership of SEforALL by the UN Secretary-General and the World Bank Group’s President. Occurring through most of the period under review, their leadership is considered critical for the initiative’s start up and continued performance.

The draft evaluation notes that the initiative’s original function was to support building a global coalition to include energy as an important component of the Sustainable Development Goals. Once accomplished, the function of the initiative needs to be

clarified, specifically regarding its comparative role within the constellation of other actors. This had not been foreseen by the original strategy or business plan.

The draft evaluation points to the strong reliance of the initiative’s value proposition and business model on the personality of and personal trust in the Secretary-General’s Special Representative for Sustainable Energy for All. Going forward, the suggestion is to create a more long-term sustainable value proposition and business model.

**Key Findings on Organizational Capacity** – The draft evaluation finds that SEforALL has made progress on all three results areas at the output level. Most notable progress has been regarding the generating of momentum for a global consensus in support of SDG 7. The recommendation is now to set out a strategic management approach—with clear strategic objectives, a theory of change, activities to accomplish the objectives and a results

framework to provide guidance for management and reporting.

The draft evaluation points to the relevant contributions of key groups of partners, including but not limited to the World Bank Group, the Regional Development Banks, IRENA and the Energy Efficiency Hub in Denmark. The recommendation is to clarify the roles and responsibilities of these and other partnerships.

The draft evaluation also examines in detail the management practices for running the Global Facilitation Team. It notes that SEforALL was pragmatic in using the services of various UN Agencies to receive funds, distribute funds and manage human resources and infrastructure. The draft evaluation notes that setting up a new legal organizational form will allow for more efficient and effective management practices. Strategic, flexible management routines are seen as crucial within the complex environment that SDG 7 occupies.

# ANNEX 2

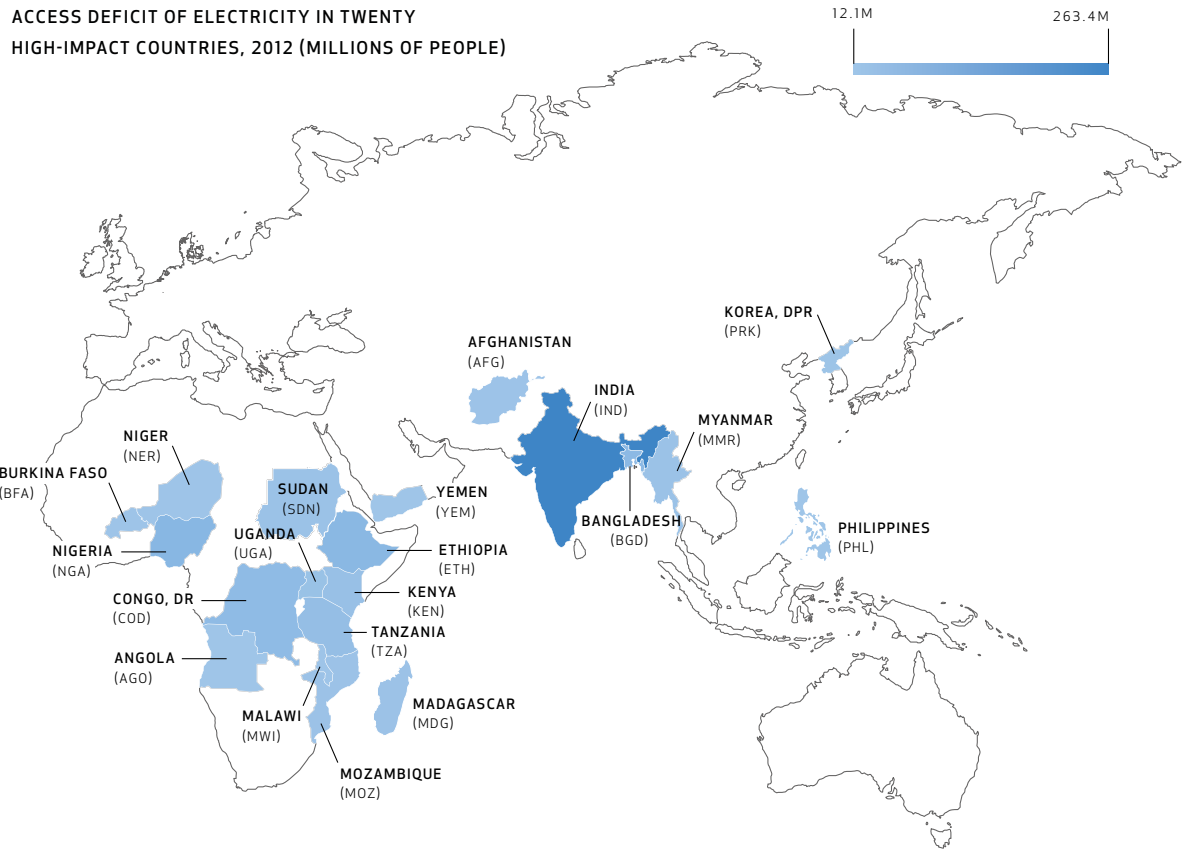
## HIGH-IMPACT AND FAST-MOVING COUNTRIES TO DELIVER SEforALL OBJECTIVES

# ELECTRIFICATION

Ensure universal access to modern energy services

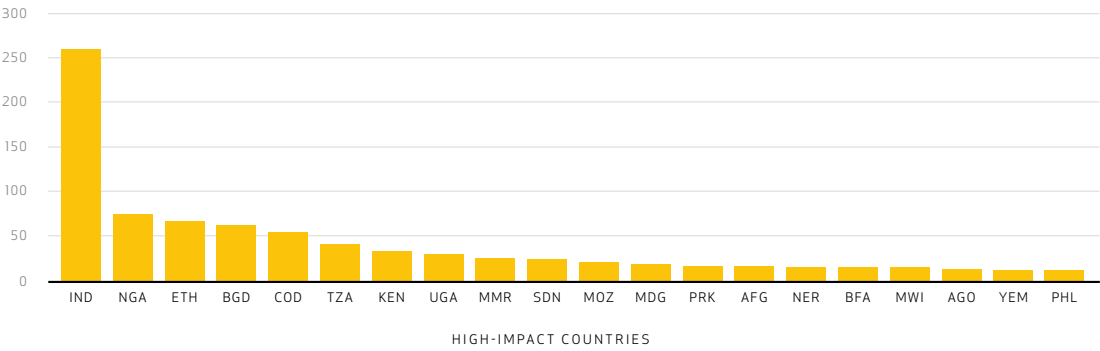
HIGH-IMPACT COUNTRIES

ACCESS DEFICIT OF ELECTRICITY IN TWENTY HIGH-IMPACT COUNTRIES, 2012 (MILLIONS OF PEOPLE)



SEE THE NUMBERS

ELECTRIFICATION ACCESS DEFICIT, 2012 (MILLIONS OF PEOPLE)



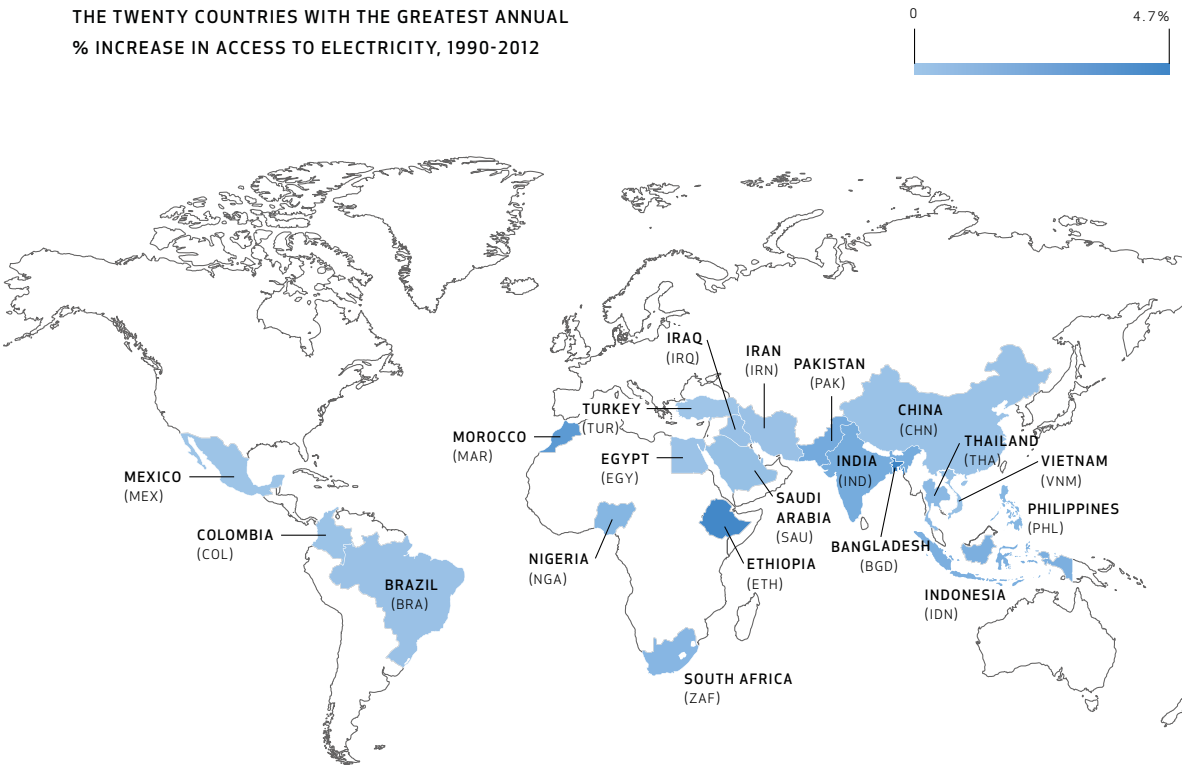
Source: International Energy Agency (IEA) and the World Bank, 2015, "Sustainable Energy for All 2015—Progress Toward Sustainable Energy", (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO.

# ELECTRIFICATION

Ensure universal access to modern energy services

FAST-MOVING COUNTRIES

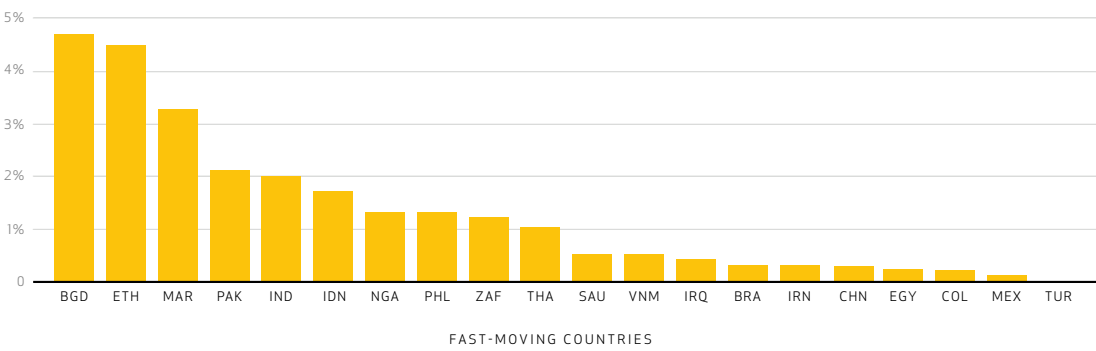
THE TWENTY COUNTRIES WITH THE GREATEST ANNUAL % INCREASE IN ACCESS TO ELECTRICITY, 1990-2012



According to the GTF 2013 report, the fast moving countries for access to electrification were defined on the basis of the 1990-2010 period. This graph illustrates their most recent progress using cumulative data between the period 1990-2012.

SEE THE NUMBERS

% ANNUAL INCREASE IN ACCESS TO ELECTRICITY, 1990-2012



Source: International Energy Agency (IEA) and the World Bank, 2015, "Sustainable Energy for All 2015—Progress Toward Sustainable Energy", (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO. International Energy Agency (IEA) and the World Bank, 2013, "Sustainable Energy for All, Global Tracking Framework".

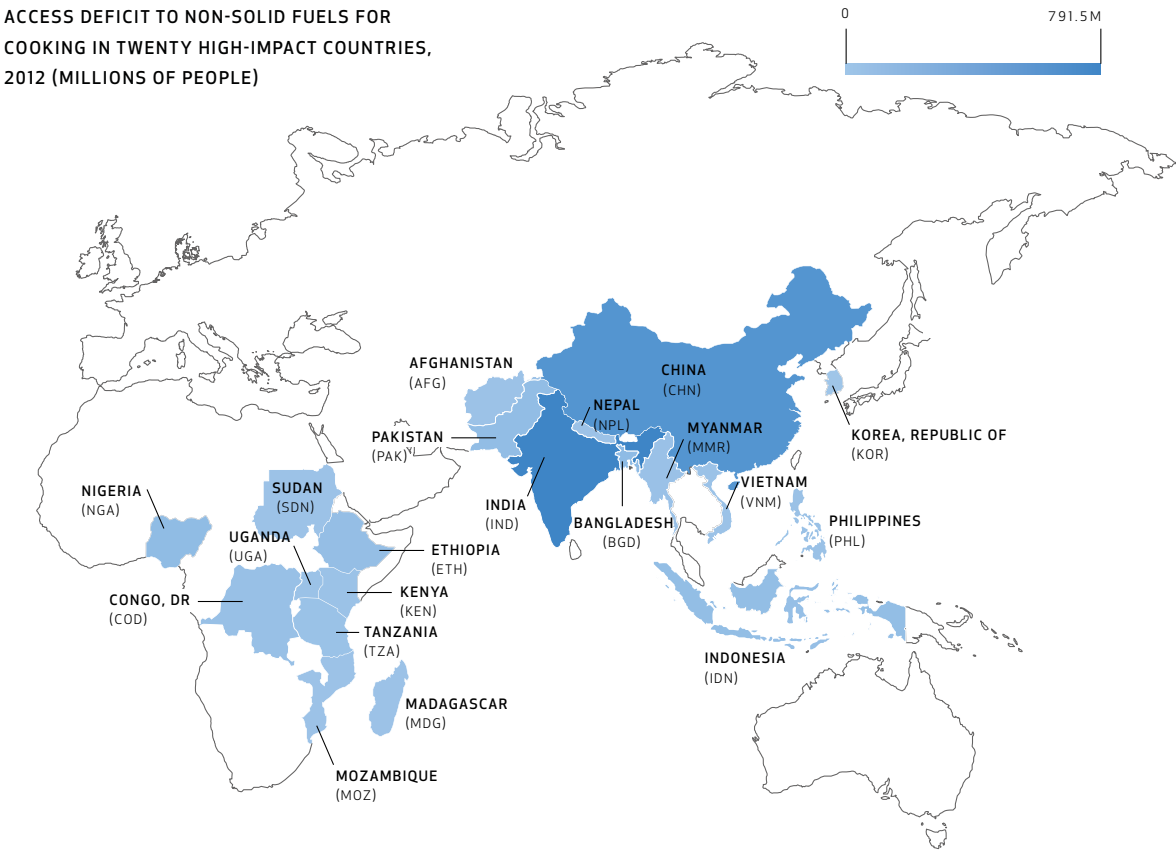


# CLEAN COOKING

Ensure universal access to modern energy services

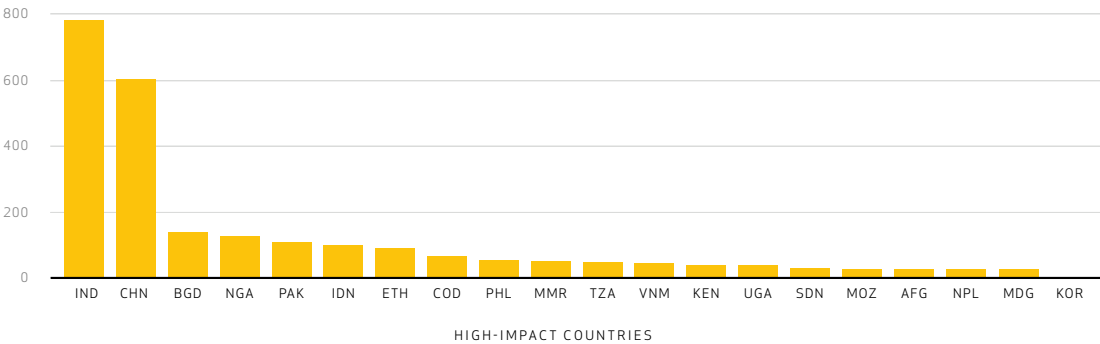
HIGH-IMPACT COUNTRIES

ACCESS DEFICIT TO NON-SOLID FUELS FOR COOKING IN TWENTY HIGH-IMPACT COUNTRIES, 2012 (MILLIONS OF PEOPLE)



SEE THE NUMBERS

NON-SOLID FUEL ACCESS DEFICIT, 2012 (MILLIONS OF PEOPLE)



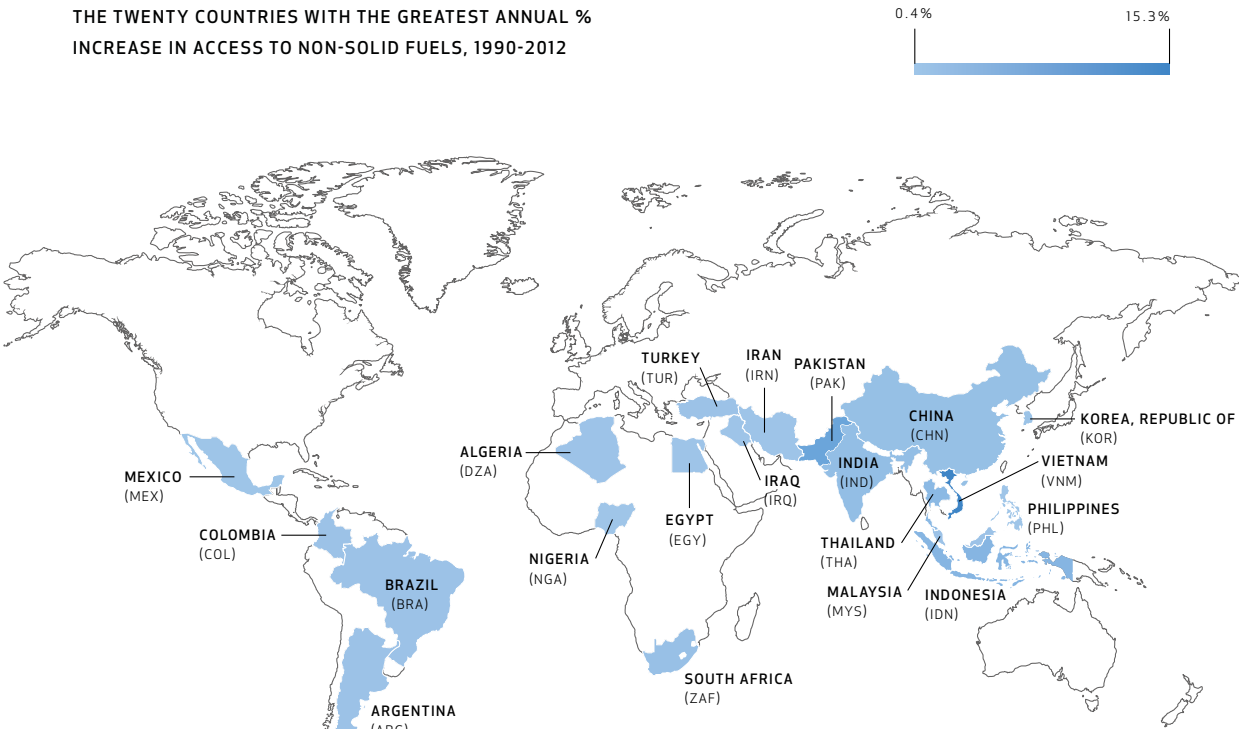
Source: International Energy Agency (IEA) and the World Bank, 2015, "Sustainable Energy for All 2015—Progress Toward Sustainable Energy", (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO.

# CLEAN COOKING

Ensure universal access to modern energy services

FAST-MOVING COUNTRIES

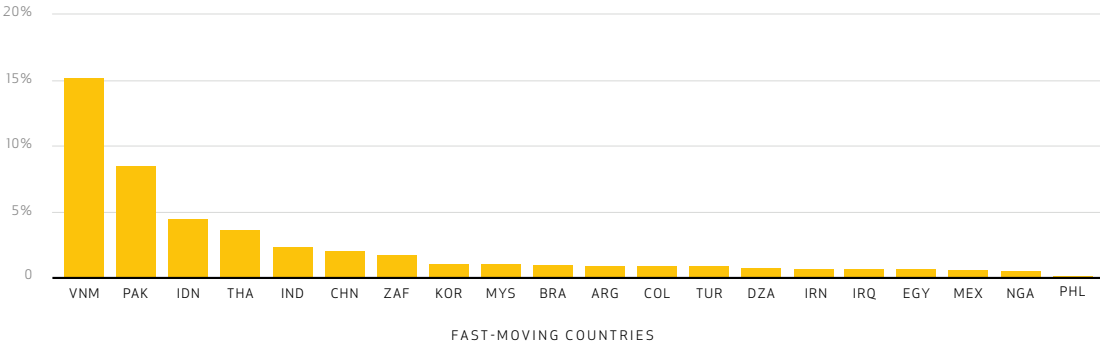
THE TWENTY COUNTRIES WITH THE GREATEST ANNUAL % INCREASE IN ACCESS TO NON-SOLID FUELS, 1990-2012



According to the GTF 2013 report, the fast moving countries for access to Non-Solid Fuel For cooking were defined on the basis of the 1990-2010 period. This graph illustrates their most recent progress using cumulative data between the period 1990-2012.

SEE THE NUMBERS

% ANNUAL NON-SOLID FUEL ACCESS INCREASE, 1990-2012



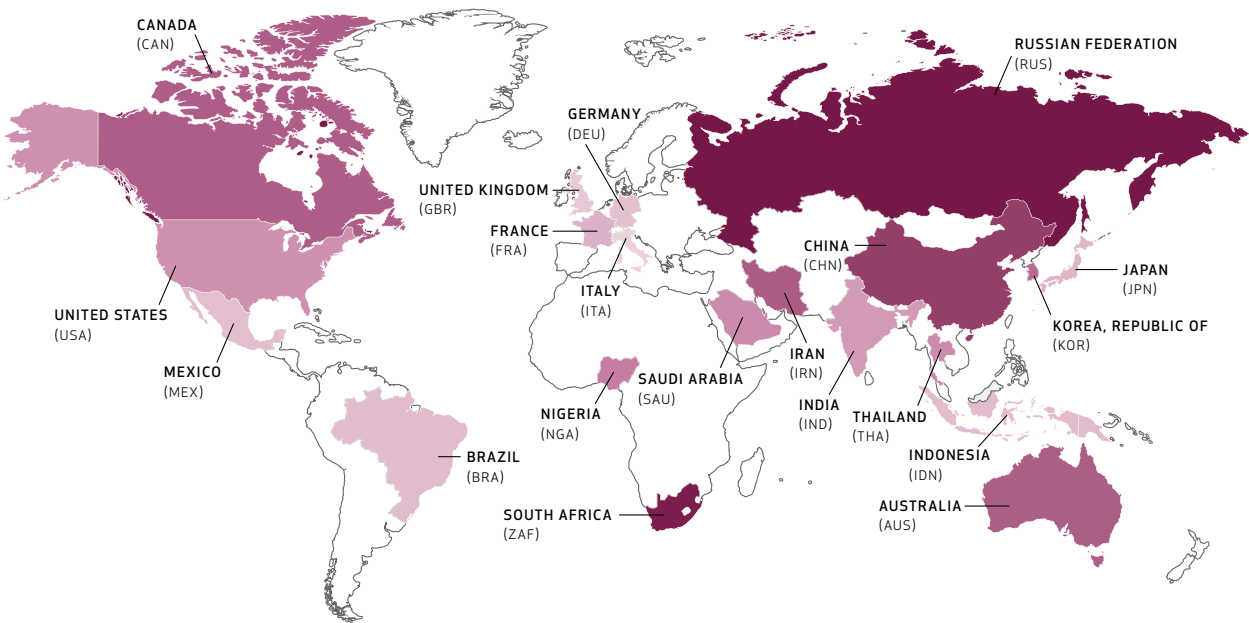
Source: International Energy Agency (IEA) and the World Bank, 2015, "Sustainable Energy for All 2015—Progress Toward Sustainable Energy", (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO. International Energy Agency (IEA) and the World Bank, 2013, "Sustainable Energy for All, Global Tracking Framework".

# ENERGY EFFICIENCY

Double the global rate of improvement in energy efficiency

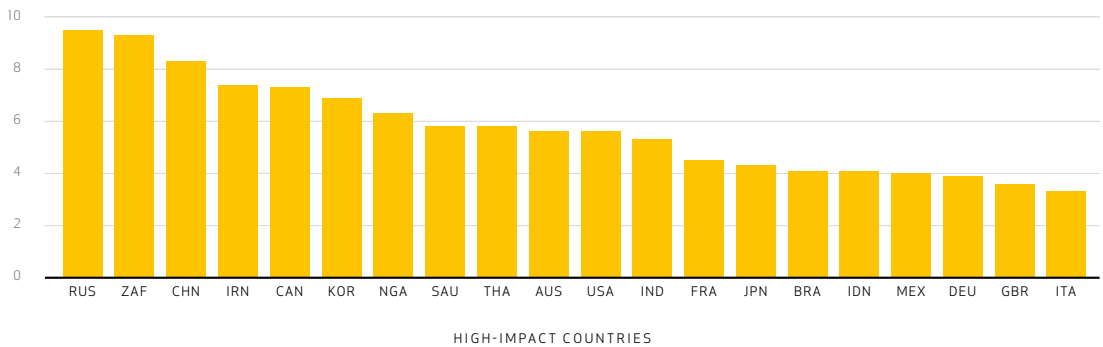
HIGH-IMPACT COUNTRIES

PRIMARY ENERGY INTENSITY FOR TWENTY HIGH-IMPACT COUNTRIES, 2012 (MEGAJOULES/ PURCHASING POWER PARITY, MJ/PPP \$)



## SEE THE NUMBERS

PRIMARY ENERGY INTENSITY, 2012 (MJ/PPP)



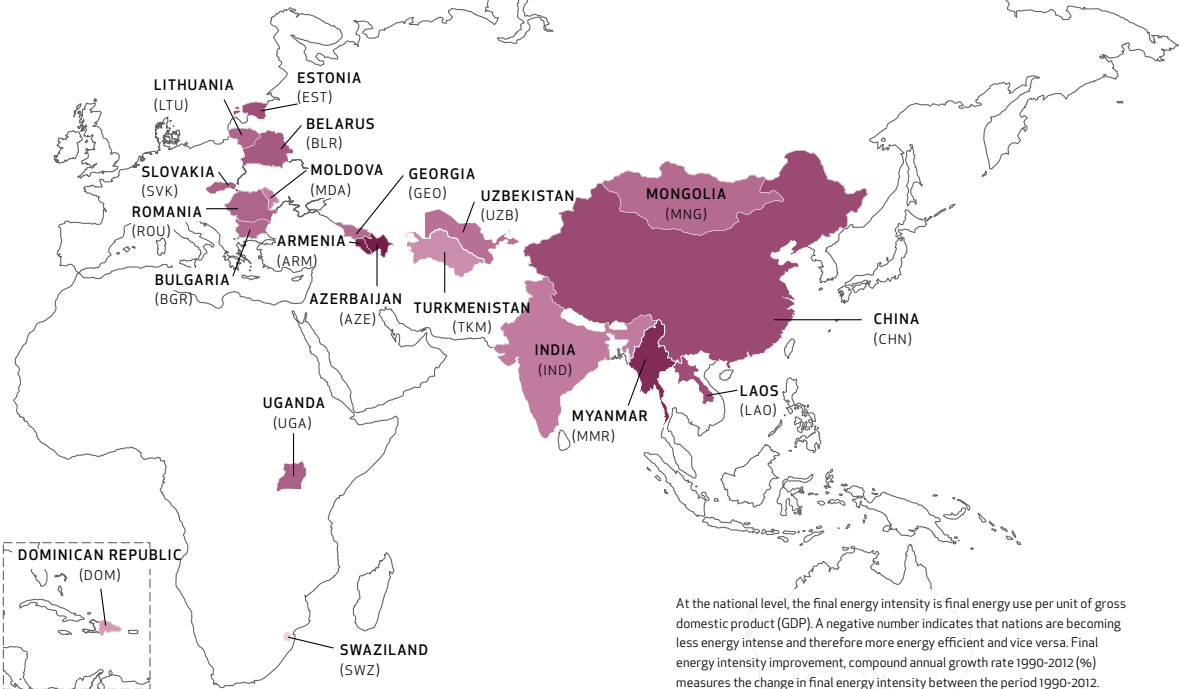
Source: International Energy Agency (IEA) and the World Bank, 2015, "Sustainable Energy for All 2015—Progress Toward Sustainable Energy", (June), World Bank, Washington, DC. Doi:10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO.

# ENERGY EFFICIENCY

Double the global rate of improvement in energy efficiency

FAST-MOVING COUNTRIES

FINAL ENERGY INTENSITY IMPROVEMENT, COMPOUND ANNUAL GROWTH RATE FOR THE TWENTY FAST-MOVING COUNTRIES, 1990-2012 (%)

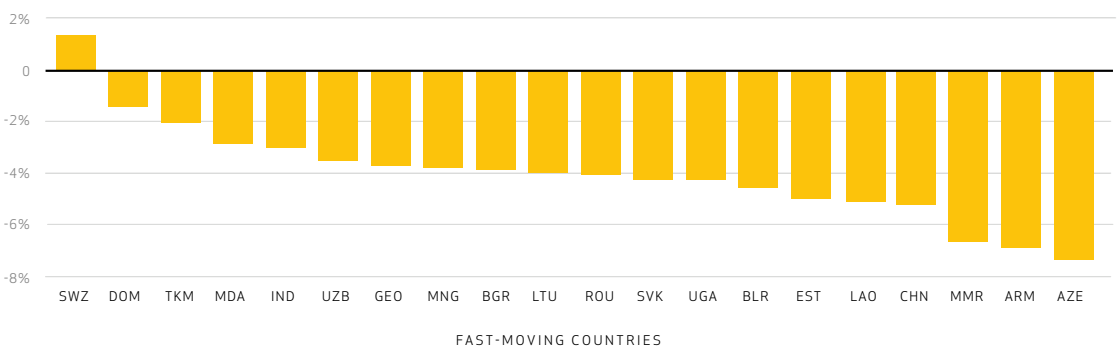


At the national level, the final energy intensity is final energy use per unit of gross domestic product (GDP). A negative number indicates that nations are becoming less energy intense and therefore more energy efficient and vice versa. Final energy intensity improvement, compound annual growth rate 1990-2012 (%) measures the change in final energy intensity between the period 1990-2012.

Adjusted Energy Intensity is shown. This is a measure derived from the division decomposition method that controls for shifts in the activity level and structure of the economy.

## SEE THE NUMBERS

% FINAL ENERGY INTENSITY IMPROVEMENT, COMPOUND ANNUAL GROWTH RATE, 1990-2012



Source: International Energy Agency (IEA) and the World Bank, 2015, "Sustainable Energy for All 2015—Progress Toward Sustainable Energy", (June), World Bank, Washington, DC. Doi:10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO.

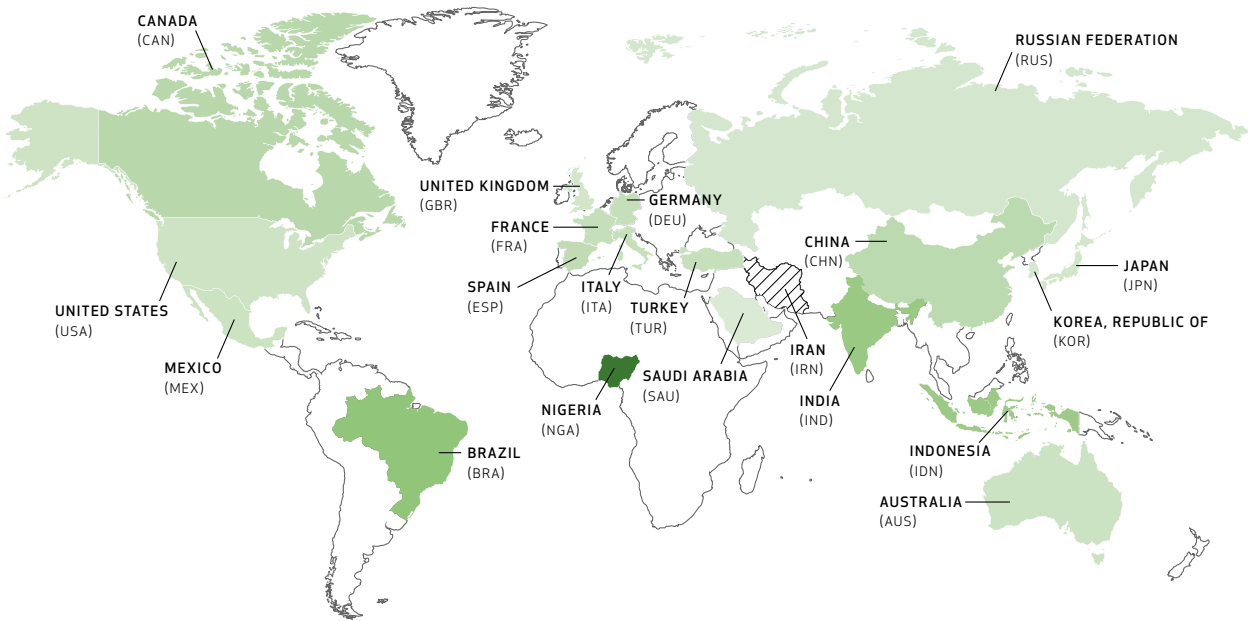
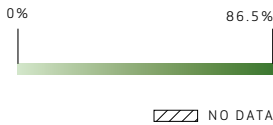


# RENEWABLE ENERGY

HIGH-IMPACT COUNTRIES

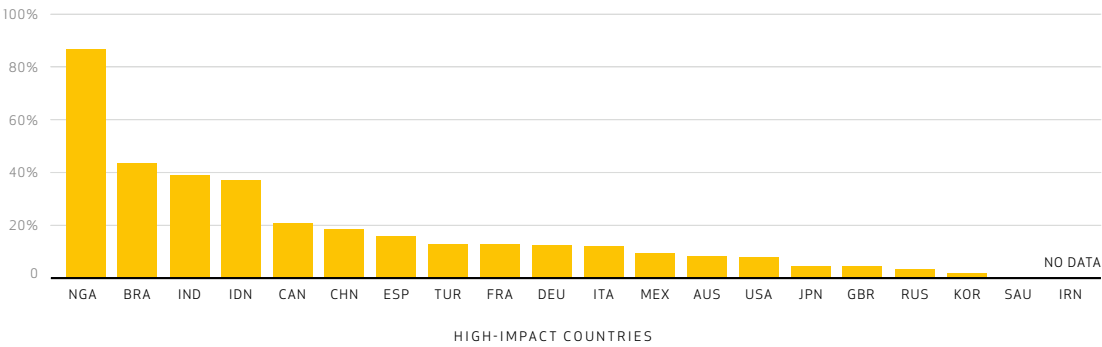
Double the share of renewable energy in the global energy mix

RENEWABLE ENERGY IN TOTAL FINAL ENERGY CONSUMPTION (TFEC) IN TWENTY HIGH-IMPACT COUNTRIES, 2012 (%)



## SEE THE NUMBERS

% RENEWABLE ENERGY IN TFEC, 2012



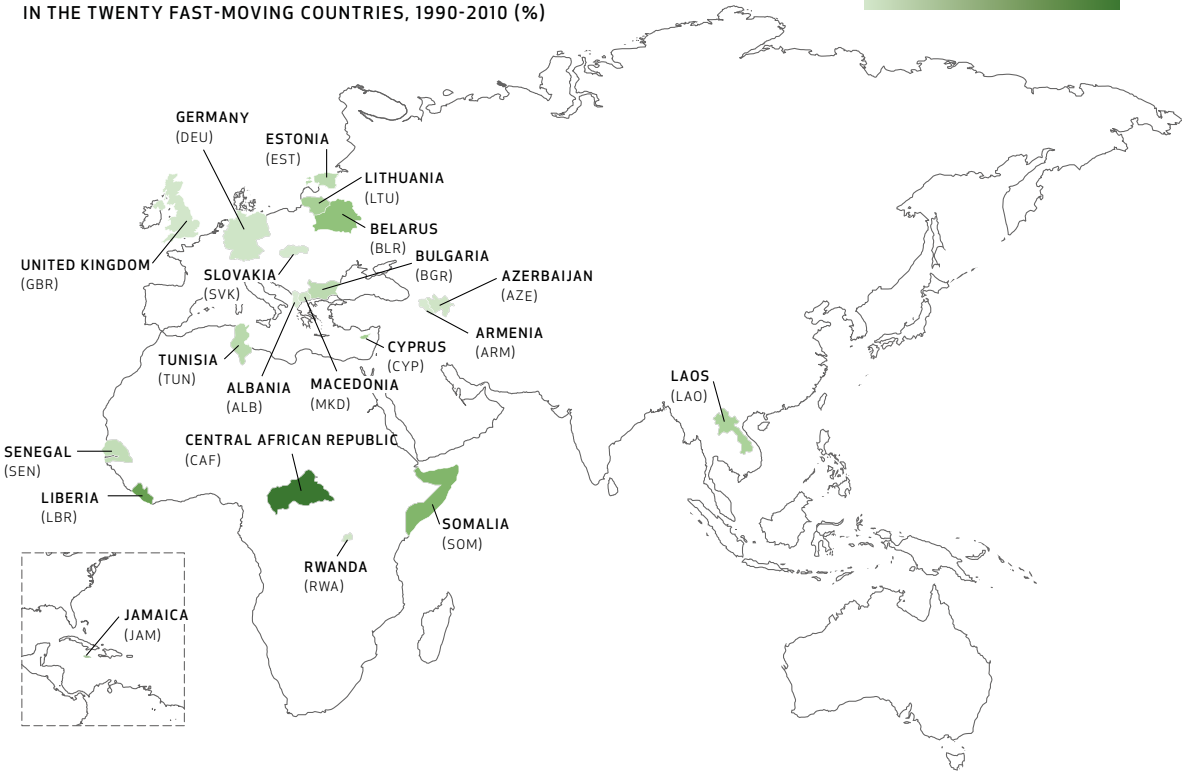
Source: International Energy Agency (IEA) and the World Bank, 2015, "Sustainable Energy for All 2015—Progress Toward Sustainable Energy", (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO.

# RENEWABLE ENERGY

FAST-MOVING COUNTRIES

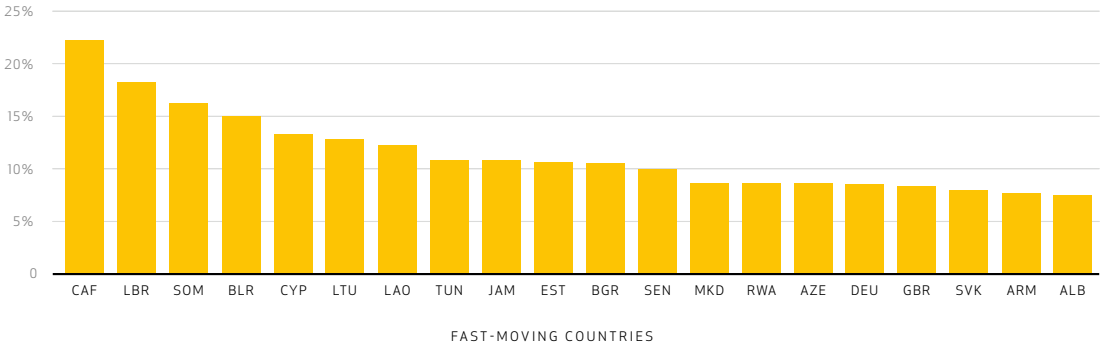
Double the share of renewable energy in the global energy mix

MODERN RENEWABLE ENERGY IN TOTAL FINAL ENERGY CONSUMPTION (TFEC), COMPOUND ANNUAL GROWTH RATE IN THE TWENTY FAST-MOVING COUNTRIES, 1990-2010 (%)



## SEE THE NUMBERS

% MODERN RENEWABLE ENERGY IN TFEC, COMPOUND ANNUAL GROWTH RATE, 1990-2010

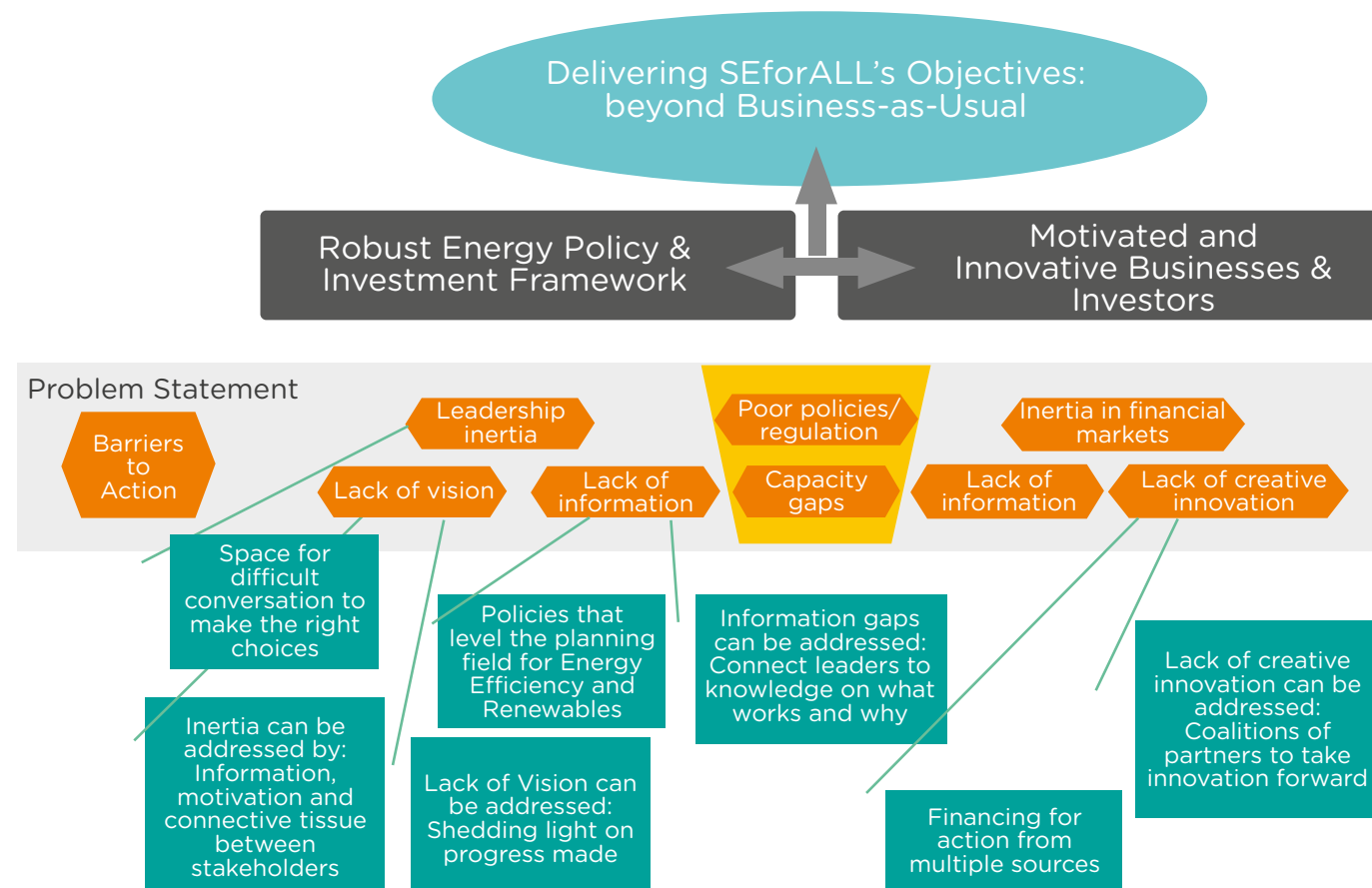


Source: International Energy Agency (IEA) and the World Bank, 2015, "Sustainable Energy for All 2015—Progress Toward Sustainable Energy", (June), World Bank, Washington, DC. Doi: 10.1596/978-1-4648-0690-2 License: Creative Commons Attribution CC BY 3.0 IGO. International Energy Agency (IEA) and the World Bank, 2013, "Sustainable Energy for All, Global Tracking Framework".

# ANNEX 3

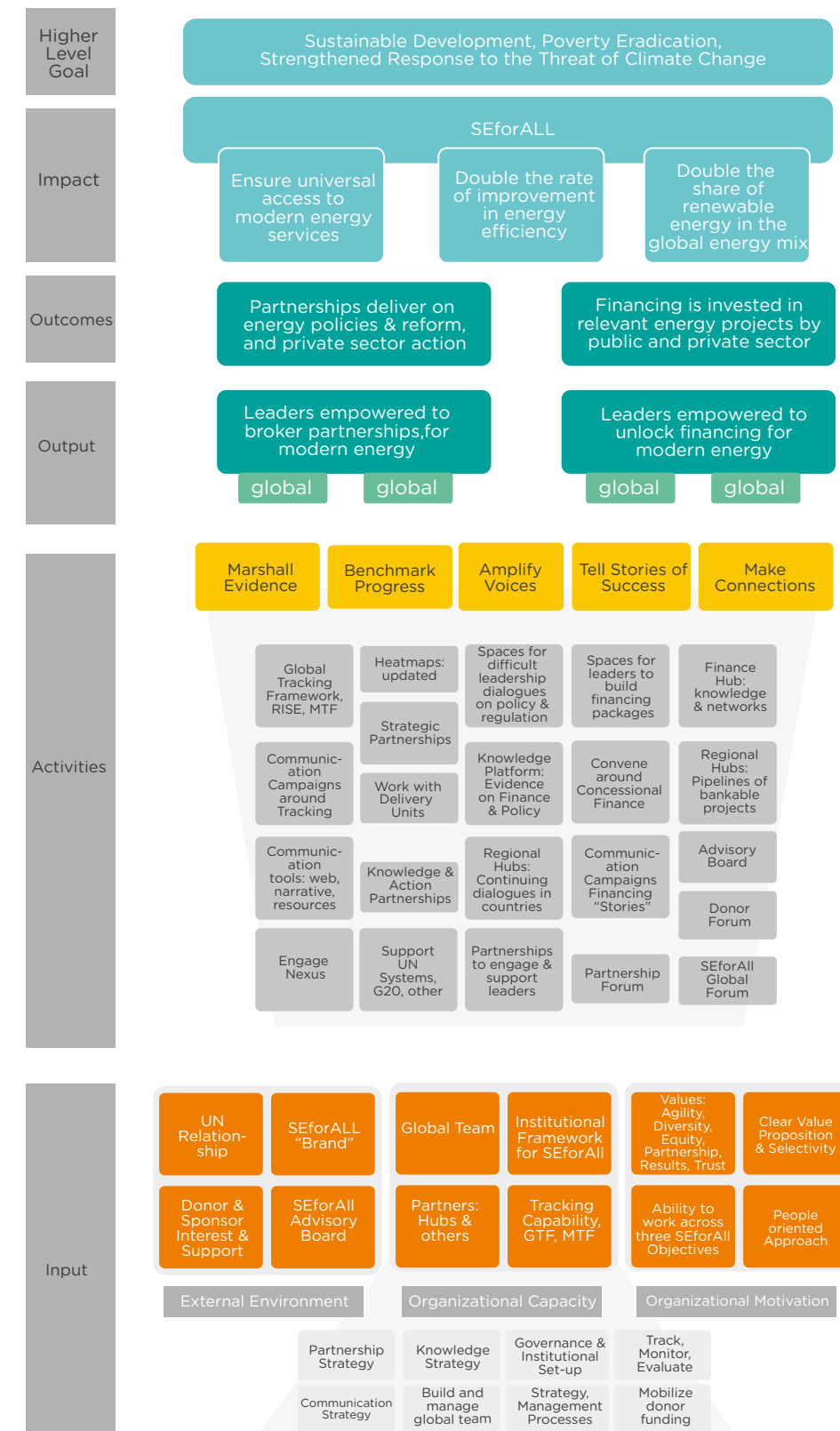
## INDICATIVE RESULTS FRAMEWORK

**FIGURE A3.1 SEforALL INDICATIVE UNDERLYING THEORY OF CHANGE**



*\* Poor policies and regulation, and associated capacity gaps, are critical barriers that are well understood and addressed by the development partners. SEforAll's contribution here would be indirect – for example, by working on the leadership level, opening spaces for needed decision making or motivation.*

**FIGURE A3.2 SEforALL INDICATIVE RESULTS FRAMEWORK**











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