



# SUSTAINABLE ENERGY FOR ALL

## 2019 WORKPLAN

### OUR MISSION

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

### SEFORALL WORK PLAN 2019 OVERVIEW

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

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

### WORKSTREAMS

#### ENERGY EFFICIENCY FIRST

- Cooling For All
- Energy and Transport

#### LEAVE NO ONE BEHIND

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

#### SUSTAINABLE ENERGY DIPLOMACY

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

### FOUNDATION

#### BODY OF EVIDENCE

- Energizing Finance
- Energy Access Dividend
- Core Knowledge Products

#### PARTNERSHIPS

- Building a Global Movement

#### COMMUNICATIONS

- Storytelling

#### SEFORALL EVENTS

- 2019 SEforALL Charets

### OPERATIONS

#### GOVERNANCE

#### ADMINISTRATION

#### RESOURCE MOBILIZATION

#### MONITORING, EVALUATION AND LEARNING

## ENERGY EFFICIENCY FIRST

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

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

## LEAVE NO ONE BEHIND

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

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

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Big Markets for Clean Fuels (cont)</b></p>	<ul style="list-style-type: none"> <li>▪ SEforALL will work with governments to prioritize clean cooking in national energy and investment plans, targeting 5 countries in 2019.</li> <li>▪ SEforALL will convene and connect the fuels industry stakeholders, consumer and distributor finance actors, and cook stove technology actors to drive collaboration towards big market development.</li> <li>▪ SEforALL will conduct research and publish a deep dive report on finance for clean fuels and technologies (as part of the Energizing Finance series).</li> </ul>		<ul style="list-style-type: none"> <li>▪ Governments, having learned about the benefits of Clean Cooking Fuels and Technologies, felt the demand from Civil Society Organizations, and seen funding available, support the transition to Clean Cooking Fuels and Technologies with market enabling policies.</li> <li>▪ SEforALL's partners adopt key messages needed to influence key decision makers and utilize the messages to advocate for Clean Cooking Fuels and Technologies in their conversation with government ministers.</li> </ul>
<p><b>Gender and the People-Centered Accelerator</b></p> <p>SEforALL leads by example on gender diversity and women's empowerment throughout its own structure, public convenings, and general work in the sustainable energy sector – a sector where women visibly remain in the minority.</p> <p>SEforALL will also explicitly advance gender equality, social inclusion, and women's empowerment through the People-Centered Accelerator, a voluntary partnership network to enhance and extend provision of sustainable modern energy to the poorest and marginalized in society; to incorporate gender equality at the heart of the energy transition; to help unlock finance from private and public sources for gender equality, social inclusion, and women's empowerment in the energy sector; and bring together and strengthen collaboration between a broad range of stakeholders.</p>	<ul style="list-style-type: none"> <li>▪ SEforALL will embed a gender lens throughout SEforALL activities, including the full spectrum of SEforALL research, e.g., Energizing Finance.</li> <li>▪ SEforALL will conduct analysis of next step opportunities from energy safety net case studies from six countries and apply a gender lens to energy access insights from the new RISE indicators and MTF household survey datasets. These studies will be disseminated through the PCA and key convening opportunities.</li> <li>▪ SEforALL will support the PCA by implementing a strategic communications strategy around key events and platforms, targeting key new audiences and partners to strengthen the messaging and advocacy among the 'non-converted' in order to support for gender equality and the 'Leave No One Behind' message.</li> <li>▪ SEforALL will engage PCA partners to facilitate the flow of information, highlight success stories, and elevate voices of new women leaders across the energy sector value chain.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SEforALL is widely seen as leading by example by ensuring diversity of gender—as well as diversity of race, ethnicity, geography—in all affiliated events and taking a gender-lens approach to all its research</li> <li>▪ PCA partners are actively engaged and are amplifying SEforALL messages through their networks.</li> <li>▪ SEforALL has jointly mobilized resources together with subsets of PCA partners and co-conveners in support of PCA workstream activities.</li> <li>▪ Collaboration is organically taking place among PCA members and the circle of support for the PCA's mission is growing.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Other international organizations in the sustainable energy arena are replicating the diverse look and feel of SEforALL events, with women increasingly making up more than a quarter, sometimes more than half, of expert panels</li> <li>▪ Stories of successful approaches to gender equality, social inclusion, and women's empowerment from members of the Accelerator are being replicated within and beyond the Accelerator membership.</li> <li>▪ After four years of SEforALL incubation and facilitation support, the PCA has spun out of SEforALL.</li> </ul>

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Energy and Health</b></p> <p>SEforALL and partners will work to advance progress at the intersection of SDG3 (universal access to healthcare) and SDG7 (universal access to energy) - specifically pertaining to the health benefits of renewable decentralized energy in rural/remote health clinic environments.</p> <p>Under current scoping, we propose to leave aside the intersection between indoor air pollution and respiratory disease burden as this is well covered by the Global Alliance for Clean Cooking.</p> <p>We will explore potential synergies with SEforALL's Cooling intervention, particularly around efficient vaccine refrigeration and cold chains.</p>	<ul style="list-style-type: none"> <li>▪ SEforALL will host an accelerator design workshop to mobilize and align partner efforts around a common strategy.</li> <li>▪ SEforALL will commission research and studies to build the evidence base on modern energy access in health services.</li> <li>▪ SEforALL will design and execute an advocacy and communications campaign to raise awareness and educate stakeholders about the need and opportunity to provide better health services by powering health care facilities.</li> <li>▪ SEforALL will build high-level partnerships to mobilize commitments and cooperation for energy access in health care facilities.</li> <li>▪ SEforALL will develop a virtual knowledge hub for health facility electrification.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decision Makers understand the need, feasibility and opportunity to provide better health services by powering health care facilities.</li> <li>▪ Access to adequate and reliable power in health facilities is prioritized as a necessary input to achieving: (i) public health goals, especially those linked to universal health coverage, maternal, newborn and child health and the non-communicable disease agenda; and (ii) energy and climate goals, especially those linked to achieving universal energy access and climate resilience.</li> <li>▪ Energy and Health communities collaborate and coordinate across sectors on providing modern energy access to health care facilities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decision makers prioritize access to adequate and reliable electricity in health care facilities.</li> <li>▪ Key structural and market barriers limiting access to modern energy services for health care facilities in low-resource settings are addressed.</li> <li>▪ Energy access situation in health care facilities is systematically and consistently measured, monitored and reported on at the national and global levels.</li> </ul>
<p><b>Energy for Displaced People (Scoping underway throughout 2018)</b></p> <p>Within the approach to “leave no one behind.” SEforALL will work to raise the visibility of energy access for displaced people (refugee camps and host communities) as a key topic of growing concern and one that must be addressed to achieve SDG7. SEforALL will work with partner organizations, within the UN framework, within the humanitarian and development sectors and with the private sector, to catalyze partnerships and action to deliver access to reliable, affordable and clean energy solutions for the displaced.</p>	<ul style="list-style-type: none"> <li>▪ SEforALL will use its role on the Steering Committee of the Global Plan of Action (GPA) on Sustainable Energy Solutions for Situations of Displacement to champion a GPA work plan with concrete and ambitious activities and stronger private sector input.</li> <li>▪ SEforALL will co-convene key partners at a regional event in Africa to identify, develop and implement joint actions on energy solutions in displaced settings in Africa within the framework of the Investment Prospectus process.</li> <li>▪ SEforALL will utilize its storytelling capabilities to highlight best practices and unique partnerships from the field.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SEforALL's regional hubs, accelerators and partners begin to define and incorporate activities to address energy for displaced people.</li> <li>▪ Energy needs of displaced people and the resultant opportunities to meet these needs through sustainable energy are highlighted at high-level fora.</li> <li>▪ Access to electricity and clean cooking fuels and technologies for people in displaced setting are segmented as target groups for inclusion on benchmarking reports (e.g., SDG7 Tracking Report, Energizing Finance).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable energy solutions in displaced person situations are set out as integral elements of humanitarian and development programs.</li> <li>▪ Activities related to energy for displaced people are key elements of the SEforALL Electricity for All in Africa Strategy as implemented through SEforALL thematic and regional hubs, accelerators and delivery and country partners.</li> <li>▪ Access to electricity and clean cooking fuels and technologies for people in displaced setting are integrated into key publications benchmarking progress on SDG7.</li> <li>▪ SEforALL private sector partners are engaged with multi-stakeholders in delivering energy access and defining innovative approaches to project development and service delivery.</li> </ul>

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

## SUSTAINABLE ENERGY DIPLOMACY

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

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

## FOUNDATION – BODY OF EVIDENCE

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

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

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Energy Access Dividend (cont)</b></p>	<ul style="list-style-type: none"> <li>▪ SEforALL will partner with hubs, organizations and governments to utilize the methodology within countries and regions (targeting the 20 high impact countries with greatest access needs) to advocate for the development of integrated (on-grid and off-grid) electrification strategies.</li> <li>▪ SEforALL will design and implement an outreach and communications campaign to socialize the EAD results among key decision-makers and engage a wider audience beyond energy and development sectors to reach other stakeholders including health, education, and agriculture.</li> </ul>		
<p><b>Core Knowledge Products</b></p> <p>SEforALL will work with, support as appropriate, and challenge as necessary, our partners and organizations in the development, collection and dissemination of data and evidence and other core knowledge products in order to improve the robustness and transparency of that data and evidence and to help ensure the knowledge products provide the insight necessary to identify critical pathways for speed and scale and inform decisions for action.</p>	<ul style="list-style-type: none"> <li>▪ SEforALL will synthesize new data and key findings from multiple reports and research streams relevant to SDG7 – RISE, Tracking SDG7, the Multi-Tier Framework, Energizing Finance, etc. – to produce updated Heat Maps and identify high impact countries.</li> <li>▪ SEforALL will work with partners to provide key insights from across the body of evidence to inform coordinated action and the linkages, gaps and opportunities across finance, policy, and access.</li> <li>▪ SEforALL will provide regular “pre-launch” briefings for partners on core knowledge products including Energizing Finance, the SDG 7 Tracking report, and RISE policy rankings.</li> <li>▪ SEforALL will actively track, review and provide input that contributes to increasing the robustness, transparency, comprehensiveness and gender lens of data and reports relevant to and informing SDG7.</li> <li>▪ SEforALL will carry out analytical work in line with SEforALL’s own interventions and SDG7 objectives, and in response to specific requests from partners or organizations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Key decision makers in government, the private sector, the donor and philanthropic communities develop a stronger understanding of the links between policy, finance, energy access and social benefit (economic development, agricultural productivity, gender equality etc.) and can place major energy sector reports (IEA outlook, SDG7 tracking report) in context.</li> <li>▪ Key stakeholders understand global standings in achieving SDG7 pillars and can identify the critical path needed for achieving SDG7.</li> <li>▪ Key stakeholders know the messages necessary to influence key decision makers and create buy-in to a systematic strategy for achieving SDG7.</li> <li>▪ By having a systematic strategy founded on the body of evidence, SEforALL staff works in a cohesive manner to support the global progress towards SDG7.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Key decision makers in government, the private sector, the donor and philanthropic communities develop a stronger understanding of the links between policy, finance, energy access and social benefit (economic development, agricultural productivity, gender equality etc.) and can place major energy sector reports (IEA outlook, SDG7 tracking report) in context.</li> <li>▪ SEforALL strategy for achieving SDG7 remains relevant and is informed by the latest evidence.</li> <li>▪ For this reason, 1-year outcomes will remain relevant at the 3-year scope. The data catalyzing these changes will, however, be updated</li> </ul>

## FOUNDATION – PARTNERSHIPS

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

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

## FOUNDATION – COMMUNICATIONS

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

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

## FOUNDATION – SEFORALL FORUM AND OTHER EVENTS

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

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

## OPERATIONS

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

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Governance</b></p> <p>SEforALL is established as a non-profit, Quasi-International Organization in Austria and remains compliant with the statutory framework.</p> <p>Support is provided to the SEforALL Administrative Board to ensure effective decision making, oversight and the provision of guidance for SEforALL management, as well as facilitating relationships with interest groups.</p>	<ul style="list-style-type: none"> <li>▪ Support Administrative Board governance and oversight, including board expansion.</li> <li>▪ Support the Funders' Councils</li> <li>▪ Support and regularly meet with Group of Friends of SEforALL.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SEforALL administrative board is equipped with the knowledge, skills, and experience needed to support SEforALL in making their interventions stronger.</li> <li>▪ SEforALL has a positive and collaborative relationship with Funders' Council.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SEforALL administrative board continues to support SEforALL strategic decisions.</li> <li>▪ SEforALL maintains a positive relationship with Funders' Council.</li> </ul>
<p><b>Administration</b></p> <p>SEforALL administration provides efficient and effective operational support for the implementation of interventions.</p>	<ul style="list-style-type: none"> <li>▪ SEforALL is provided with efficient financial management, HR, procurement, travel, IT and operational support.</li> <li>▪ Produce SEforALL 2018 financial statements for audit.</li> <li>▪ Develop an SEforALL People Strategy, including Employee Value Proposition, elements of an HR strategy, and improved performance management.</li> <li>▪ Effective planning of staff resources, procurement, and travel, integrated with work plan and budget.</li> <li>▪ Identify, procure, and move into new office premises in Vienna.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unqualified 2018 Audit Report.</li> <li>▪ Administration integrates HR strategy and new Employee Value Proposition into operations activity.</li> <li>▪ SEforALL commit to a diverse, inclusive and value driven culture.</li> <li>▪ SEforALL implements effective workforce planning process and processes and guidelines on each stage of the employee life cycle.</li> <li>▪ SEforALL commits to effective HR service delivery excellence across the entire employee lifecycle.</li> <li>▪ SEforALL invests in Management Development.</li> <li>▪ SEforALL has office space with sufficient capacity for growth, providing an efficient, flexible, collaborative work environment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SEforALL continues to operate efficiently, implementing and monitoring financial, human resource and operational activities.</li> </ul>

INTERVENTIONS	ACTIVITIES	1 YR OUTCOMES	3 YR OUTCOMES
<p><b>Resource Mobilization</b></p> <p>Our Partnerships Team, Executive Office and administration work together to ensure that SEforALL's work is adequately resourced from a diverse group of aligned funders, including sovereign, philanthropic and corporate entities.</p>	<ul style="list-style-type: none"> <li>▪ Continue to support Funding Partners' engagement through building increased transparency and consultation.</li> <li>▪ Identify new sources of funding, including outside of traditional sovereign funding partners.</li> <li>▪ Approach sponsors and partners for the SEforALL Charets, Forum and other events in a timely fashion (prior Financial year) to allow for budgeting sponsor contributions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SEforALL's 2019 work plan is adequately resourced.</li> <li>▪ We have engaged our Board and Funders Council in developing our resource base where appropriate.</li> <li>▪ SEforALL diversifies funding portfolio.</li> <li>▪ SEforALL develops new relationships to funders.</li> <li>▪ Funders see the value in SEforALL interventions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SEforALL's 2020-2021 work plan is adequately resourced and SEforALL's global team has been able to support the resource base for our Hubs and Accelerators where possible.</li> <li>▪ Funders understand the value and impact of SEforALL interventions.</li> <li>▪ SEforALL develops a protocol for increasing transparency for funders.</li> </ul>
<p><b>Monitoring, Evaluation and Learning (MEL)</b></p> <p>SEforALL's MEL work ensures that SEforALL monitors its resources, its activities, and its results. It provides periodic assessments and analyses to guide and accompany the implementation of SEforALL's interventions. The information generated from monitoring and evaluation is further used to reflected upon and to improve SEforALL's performance.</p>	<ul style="list-style-type: none"> <li>▪ Monitor activities and interventions.</li> <li>▪ Produce SEforALL's 2018 Annual Monitoring Report.</li> <li>▪ Develop SEforALL Results Framework.</li> <li>▪ Facilitate learning activities such as After-Action Reviews.</li> <li>▪ Develop MEL capacity of SEforALL staff through training, mentoring, and on the job training.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved performance of SEforALL through implementation of lessons learned from: 2017 internal monitoring report; Universalis 2018 formative evaluation; EU summative evaluation; etc.</li> <li>▪ SEforALL team members value monitoring as a tool for learning.</li> <li>▪ SEforALL team members have the necessary skills to monitor their own interventions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continual improvement of SEforALL interventions.</li> <li>▪ SEforALL continues acquiring lessons from interventions, internal monitoring results, and evaluations.</li> <li>▪ All SEforALL team members engage in the monitoring of their own interventions.</li> </ul>