

**SUSTAINABLE ENERGY FOR ALL**

BUSINESS PLAN | 2016 - 2021

**INTERVENTIONS THAT  
ACCELERATE ACTION**



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# IT'S ABOUT TIME

## INTERVENTIONS THAT ACCELERATE ACTION

This five-year Business Plan describes the work of the Sustainable Energy for All (SEforALL) global team in empowering leaders to deliver clean, affordable energy for all. The challenge at hand is as new as it is huge: the ambitions of Sustainable Development Goal 7 (SDG7) on ensuring universal access to affordable, reliable and modern energy services by 2030 are extraordinary. Aiming to achieve them in the context of the Paris agreements around emission reduction involves transformation at a scale never undertaken by humanity before. As a platform, SEforALL believes that together we will go further, faster. Swift action needs to be taken by leaders in governments, companies, institutions, financiers, development banks, unions and communities, entrepreneurs and civil society. As a global team, SEforALL crafts interventions that support these leaders in accelerating the delivery of actions.

### THE SEFORALL GLOBAL TEAM

The SEforALL global team is an International Organization, incorporated in Austria under the legal format of “Quasi International Organizations.” The global team operates the SEforALL multi-stakeholder platform focused on the delivery of Sustainable Development Goal #7 - Sustainable Energy for All. SEforALL has built strong ties with the UN and continues to do so. As a small global team that leverages a network of high-value partnerships, SEforALL draws on and engages governments, business and civil society.

## KEY FEATURES OF SEFORALL INTERVENTIONS

### **We are global. We are action oriented. We focus.**

Our distinct value added is our global reach, our action orientation and our focus on empowering leaders to broker partnerships and unlock finance. All our interventions are built on SEforALL's core competencies: (i) to marshal the evidence, (ii) to benchmark progress towards SEforALL objectives, (iii) to amplify the voices of the energy poor; (iv) to tell stories of success, and (v) to connect stakeholders to

each other and to solutions.

**We know where we go.** We will analyze and choose geographies and economic sectors carefully for impact and likely outcome and for where we see promise to advance outcomes and to create momentum for investment. We engage only if circumstances are in place to advance sustainable energy for all. Together with our partners, we approach leaders or

## A FIVE-YEAR BUSINESS PLAN & ANNUAL WORK PLANS

This business plan discusses how the SEforALL global team will pursue its objectives in the coming five years. Annually updated work plans complement the business plan, describing in detail specific interventions and associated activities, thus allowing for robust results frameworks and appropriate tracking. Within the context of the five-year business plan, these annual work plans allow for updates and adjustments throughout the year, as may be necessitated by political, economic or technology changes. For illustration, some specific interventions are highlighted throughout the text.

they may invite us to engage.

We bring to each intervention Insight, Partnerships, and Communications. All interventions systematically draw on strategic insight, build on compelling communications and are delivered through and include action-oriented partnerships:

- **Strategic Insight** – We will shape our interventions strategically, based on where there is potential for high impact, on what is needed and on what new perspectives we can offer leaders on how to achieve impact.
- **Action-Oriented Partnerships** – We will support action through our “delivery partners” that drive leadership engagements, offer insight, mobilize collaborative commitments and bring new players to the table, and through our “proud partners”—the many, many groups, organizations, businesses and others who subscribe to our common objectives and who will be part of specific activities or interventions.
- **Compelling Communications** – We will help

good news travel faster, using all media channels to package data and evidence. We will tell stories and let leaders know what is working, where, when and why. We will shape messages that reflect the promise and challenges faced in achieving our objectives. And we will make our stories and data visually accessible, allowing more diverse decision-makers to act and spur results.

**We shape our intervention formats to suit each leadership challenge.** We will choose intervention formats that will suit a particular leadership context at a particular time. Interventions may take many forms, ranging from broad, evidence-based advocacy to closed-door meetings with senior leaders—from offering new formats of dialogue for otherwise unlikely partners to benchmarking that creates delivery commitments and builds a “race to the top.” For some interventions, we will convene selected stakeholders, offering safe spaces for difficult conversations, redrawing the mental maps of “who needs to be at the table,” drawing from and creating momentum by pointing to progress made or not

made based on SEforALL benchmarking data. For others, we will use data in unusual ways to offer new perspectives, to allow leaders to ask different questions in pursuit of progress and to inform conversations based on evidence marshalled. And we will inspire individuals and groups by giving voice to the energy poor and by telling stories of success.

**We build on the achievements of the past four years.** Together with our partners, we have gone with many countries through the SEforALL processes for developing Action Agendas (AA) and Investment Prospectuses (IP), jointly building a ready-to-use path towards sustainable energy investments. In particular across Sub-Saharan Africa, the SEforALL Action Agendas have seen widespread adoption—seen at times as national umbrella frameworks for energy sector development. They also offer a long-term vision with the potential to lead to overall sector-wide coherence, promoting synergy across the three SEforALL objectives.

Action Agendas are regarded by many countries as suitable national implementation frameworks for the implementation of SDG7. In the Economic Community of West African States, for example, 15 countries have now initiated Investment Prospectuses to identify and develop a set of implementable programs and projects that can be presented to potential investors. The SEforALL country action processes have raised high expectations that finance will flow to improve access to modern energy services. The SEforALL global team will continue to support these efforts as needed. We will work with partners to ensure that lessons from the development of Action Agendas and Investment Prospectuses are fed back into on-going processes to strengthen outcomes. We will support leaders to increase the visibility of this work and broker the partnerships for finance and action to support their implementation.

# STRATEGIC INSIGHT: WE OPEN UP OPPORTUNITIES

Strategic Insight is one of the three “ingredients” that come with every SEforALL intervention. When paired with communications services and built on strong, action-oriented coalitions and partnerships,

the SEforALL global team and its partners can offer leaders the opportunity to create decision moments that will drive action in their countries, cities, industries and communities.

## WE START WITH THE IMPACT POTENTIAL

**Every place matters—but some contribute more in accelerating the delivery of SEforALL objectives.**

The Global Tracking Framework (GTF) has been assessing progress towards SEforALL goals since 2013, using a technically rigorous approach and data from household surveys and international databases. For each indicator tracked, the Framework identifies 20 “high impact” countries that are critical for delivering the global goals by 2030. In the case of universal electrification, for example, these 20 countries represent 0.9 billion of the 1.1 billion people without electricity. The Framework also identifies 20 “fast-moving” countries for each indicator whose exceptionally rapid progress over 1990-2010 can provide inspiration, know-how and learning that could help replicate success elsewhere. In the case of universal electrification, these countries provided access to electricity to an additional 1.3 billion people over the past two decades. And finally, in some countries, electrification gaps loom so large that they are simply essential for human development and economic productivity. In the case of elec-

trification, 316 million people live in such countries—and sustained support there must address barriers that hamper development progress. Our approach will be to tailor our engagement to accelerate impact while sustaining the long-term support needed to make progress in the most difficult places. (See Overview 1 on page 8.)

### THE SEFORALL GOALS

Sustainable Energy for ALL (SEforALL) is a platform that pursues one goal: For the world to move towards sustainable energy for all further, faster, and specifically towards:

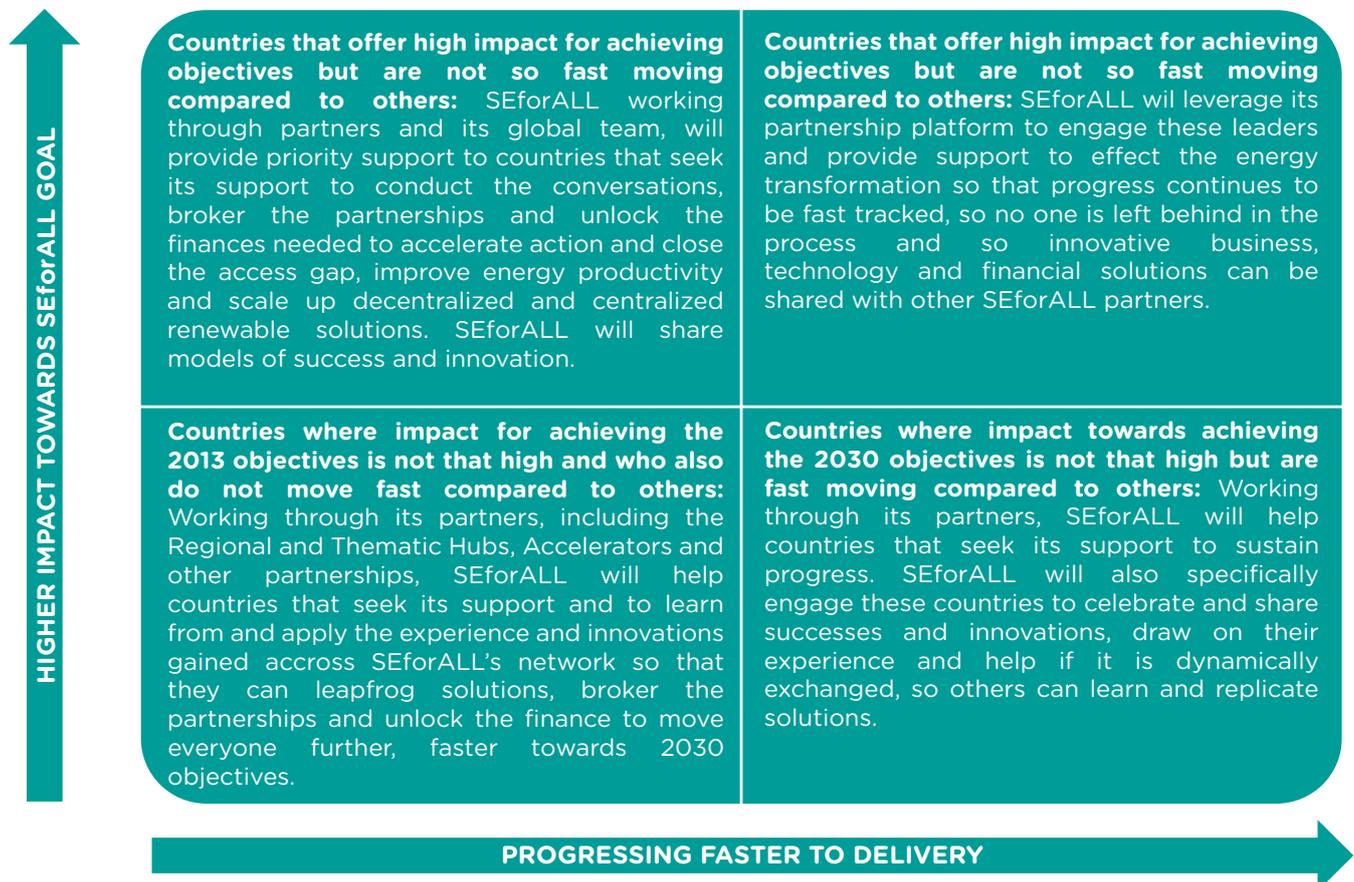
- The delivery of universal access to modern energy services;
- Doubling the global rate of improvement in energy efficiency; and
- Doubling the share of renewable energy in the global energy mix.

**We look at the enabling policy and business environment to understand where there is potential to accelerate progress.** To build common views on where progress can be accelerated to reach 2030 objectives, SEforALL has developed “heat maps.” These “heat maps” use indicators on progress towards sustainable energy for all, combining the indicators with information on national development and climate change plans, on a country’s enabling policies, on the business environment and its ability to attract private investment, and on the presence of engaged donors and partners who can support action. When data is combined—as we do through our “heat maps”—a robust process for questioning priorities and identifying pathways for progress

may emerge which can shape our engagement and support for leaders. Of course, our “heat maps” are living documents, updated as new information becomes available and are part of the basic toolkit for SEforALL engagement.

**By tracking progress, we offer perspective.** By benchmarking, we catalyze action. We need to spur action urgently. Through the SEforALL knowledge hub, we routinely track progress against the three SEforALL objectives at a global, regional and country level, and we are extending this to cover the enabling policy and regulatory environment for investment. We are initiating work to track finance flows and market needs for energy access. With partners, we will explore what is known about the

## OVERVIEW 1: DIFFERENT COUNTRIES OFFER DIFFERENT ENGAGEMENT STRATEGIES



Source: Adapted from SEforALL Strategic Framework for Results (2016-2021)

economic and development benefits that accrue from accelerated action towards universal access. By presenting this evidence in compelling ways, celebrating progress and convening the right partners in discussions on how to catalyze action where progress is lagging, we aim to create a “race-to-the-top” to move delivery forward in a meaningful way.

**We engage in strategic partnerships to source the data and information needed to inform our approach.** We gather data and information that exists already and we commission and collate new information where it is critical to inform decisions. We do this collaboratively with key knowledge partners so we can build a fuller picture of what is going on and understand where there’s an opportunity to in-

fluence change. We explore the data and information in focused discussions with our regional and thematic partners so we can translate insight into partnership agreements, communications strategies and action.

**We support leaders who need to shape change.** We will leverage our partnership network so that we can be active in all countries interested in engaging with us. We will support leaders by building a network of SEforALL Advisors (leaders who have been part of or have seen successful transitions in the past). SEforALL Advisors will be strategically positioned to support leaders who want to advance their energy transition and move further, faster towards sustainable energy for all.

## ENERGY ACCESS

**Our “package” for Energy Access.** Using the insight coming from our “heat maps,” we will catalyze partners around strategic actions in countries that can accelerate progress towards universal access through renewable and efficient solutions, where possible, and show momentum in the coming 3-5 years. We will focus on taking an integrated approach to access planning that spans centralized and decentralized solutions, be it for electrification or for access to clean cooking. Where relevant, we will deploy “delivery management” approaches to focus our actions with partners, to monitor progress towards partnership goals and to develop targeted strategies that address obstacles and challenges impeding action. We will use compelling commu-

nications tools to tell the story of what is working successfully and share information on the policy, business and financing models and approaches that are ready to go to scale. By doing so, we aim to demonstrate beyond business-as-usual progress towards closing the energy access gap, leveraging energy-efficient technologies and management techniques—as well as renewable energy solutions, where possible—and encourage replication of successes elsewhere.

**We will bridge gaps in knowledge that limit action.** With partners, we will invest in understanding the economic and development benefits that accrue across SDGs as households move up the energy

### WHAT ARE THE FINANCING NEEDS FOR ACCESS?

In 2017, SEforALL will present new evidence identifying the order of magnitude of financing and the type of capital needed by energy enterprises (including private, public and non-profit enterprises) to deliver reliable, affordable and modern decentralized (off-grid) energy services and products (Tiers 1-3 of the MTF electricity and cooking) in high-impact countries. The research will offer a bottom-up picture of finance needs, examine financing constraints and identify successful financial products, structures and business models,

ladder. We will continue to refine the access-related “heat maps” as new data becomes available and focus particularly on the opportunities and challenges for advancing progress on clean cooking. We will engage in strategic discussions on the use of

the “heat maps” with partners—such as our Regional and Thematic Hubs, and public, private, civil society and international organizations engaged operationally in supporting access solutions in Asia and Sub-Saharan Africa.

## ENERGY PRODUCTIVITY

**Our “package” for Energy Productivity.** We will put a political premium on energy productivity, advocating for a government-wide approach that improves environment, health and development outcomes. We will identify opportunities for financial innovation where governance and regulation can spur shifts in energy productivity financing. In this context, we see doubling the rate of improvement of energy efficiency (EE) as a necessary condition to closing the energy access gap and speeding the shift to cleaner energy solutions. We will mobilize partnerships with industries, public-sector agencies and others engaged in energy-intensive sectors in countries and cities that are critical to advancing progress towards these objectives. We will identify leaders and leadership opportunities in countries and cities where momentum is building, as well as in countries that are critical for delivering the 2030 objectives but where progress may have slowed. We will focus on industry-specific coalitions, or “Accelerators,” and partners that can drive change, such as recognized industry movers and those that have made commitments to action. We will produce stories on who is achieving progress, where and why.

**We will focus on supporting leaders at the city level.** Building on the remarkable mobilization of city leaders through work to achieve the Paris Agreement and the SDGs, there is a ready, global network of city leaders focused on their cities’ future low carbon growth, clean air, competitiveness and resilience. Much of the work on energy efficiency and our focus on energy productivity as an organizing principle for growth will find a ready audience with these leaders. For strategic insight, in particular at the city level, we will use a modified version of the “heat maps” that will look at energy intensity of country and sector, as well as at rapid urbanization trends to identify priority engagements.

**We will build a serious, focused “Energy Productivity” campaign.** We will identify countries and sectors of highest potential impact and the best entry points for engagement. We will launch an Energy Productivity campaign to integrate energy productivity in every application and approval process, in every standards document and in every planning and policy framework. We will engage private and public banks, heads of state, finance ministers, energy ministers and entire sectors in the rollout of this campaign.

## MOBILIZING WOMEN IN ENERGY

**Participation and Agency.** We will mainstream women’s participation and agency throughout the development and the implementation of changes we promote in the energy sector, including their access to and participation in science, technology and mathematics education and in clean energy businesses. We will work with our partners to seek

to provide access to sustainable energy and clean cooking solutions that reduce the exposure of rural women to poor air quality and their vulnerability to sexual violence, as well as opening up opportunities for income-generating activities. We will promote successful business models for delivering access that support women.

## FURTHEST AND FARTHEST BEHIND

**Our “package” for the energy poor.** We are acutely aware that our role is to help shine a light on and secure action for those furthest behind and farthest away. We will leverage our platform and partners—and our access to and influence with leaders—to promote an energy transition that is just and leaves no one behind. We will develop and promote approaches to provide modern energy access to the poorest in society, 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. With our partners, we will explore the role that social welfare schemes—such as social protection and active labor market policies—can play to help open up access.

**To move these agendas forward,** we will establish an Accelerator to chart strategies to support both the energy poor and women. We will underpin these strategies with partnerships to carry them forward and complement our efforts with targeted communications to amplify the voices of those that need to be heard. We will engage partners at the country level to encourage them to build approaches that support the energy poor and women in their strategies. We will reach out to those who are focused on the non-energy aspects of the just transition and together explore opportunities for promoting new job-rich developments.

# FINANCING SUSTAINABLE ENERGY FOR ALL

**Our “package” for mobilizing Finance.** We will work with partners to unlock finance for energy access and productivity interventions, working through cleaner solutions where possible. We will focus initially in understanding what form of finance is flowing to energy access, how this meets the needs on the ground in high-impact countries and where there are gaps in flows to certain business models, projects, technologies or affected populations. This will inform subsequent work to design and/or pilot financial instruments or products as needed. Thereafter, we will extend this work to energy productivity. We hope that together with other evidence and data, this baseline of financial flows and needs will help us answer the question of what policies or

regulatory approaches are succeeding in speeding and securing finance for business models that secure access and shift the energy mix. Depending on the feasibility and availability of resources, we will update this analysis on a regular basis. We will additionally work with our partners that are supporting investment planning at the country level to ensure processes are effective in catalyzing the stakeholders and financing to support the implementation of these plans. And we will use compelling communications to ensure that experiences with emerging finance and business models and instruments are available and inspire action, particularly where there is the potential for those models to go to scale.

**We will seek to boost financing for energy efficiency, access and renewables.** We will build coalitions to mobilize the finance for energy efficiency, access and renewables investments. We will learn from experience of what is working or not and explore how to overcome barriers that prevent aggregating smaller scale and riskier investments in regions and countries that face access challenges or need greater efficiency. We will use strategic communications to catalyze support for campaigns to mobilize finance for energy access. (For more on the “One for ALL” campaign, see section on Communications below.) We will work with the UNEP-Finance Initiative (UNEP-FI), the G20 Energy Efficiency Finance Task Force and others to identify governments and multilateral development banks open to finding ways to aggregate energy efficiency projects and build new coalitions around large-scale energy efficiency financing—such as in the buildings, lighting and district energy sectors.

## WHO FINANCES ENERGY ACCESS, WHERE AND HOW?

In 2017, SEforALL will present new strategic insight on financing energy access by creating a consistent, robust and transparent picture of finance flows for energy access. By using established methodologies for tracking global climate finance flows, we will create an inventory of all relevant investment flows specifically supporting SEforALL objectives in and out of 20 High-Impact Countries. The inventory will be updatable and will consider access in terms of electricity and clean cooking. Careful analysis of sources, locations, amounts, intermediaries and instruments will be used to inspire action on the ground.

# PARTNERSHIPS: STRONGER TOGETHER

## OUR APPROACH

**Driving an action-oriented approach.** SEforALL works to build and support partnerships that can deliver action. Some partnerships will be focused on the knowledge needed to create evidence to inform action while some will be focused on delivering action. Partnerships may be global or local, sector specific, or about mobilizing communications tools or leaders. All of them will be focused on spurring action. SEforALL already has a broad network of public and private sector partners across many countries, sectors and communities. Feedback from the initial years of operating as a UN initiative indicated that our engagements must offer clarity and agreement on tools, approaches and delivery expectations to be successful going forward. In the coming year, we will thus proactively identify and invite partners to join us in any of the following three formats:

- **Delivery partners:** Our collaboration is strategically focused around a joint program of work that takes us forward. Our delivery partners agree to contribute towards quantifiable results in energy access, renewable energy and energy efficiency, and to shared monitoring and evaluation principles. They contribute analytical insight, action engagements, or both.
- **Proud partners:** Our collaboration is activity based and time-bound. It supports the SEforALL agenda and we lend our name and platform to amplify the good work done by these partners—

be it globally, locally or sector and topic specific.

- **Funding partners:** Our funding partners are committed to the Sustainable Energy for All goals and offer financial support to the SEforALL global team. We track our funding partners' contributions where they are made under agreements with SEforALL.

**Working globally as well as on the ground.** We see opportunities—for us and for our partner—to influence leadership decisions both “on the ground” and globally. Our choices about which global initiatives and local engagements to support will be guided by the “heat maps” and based on our understanding of where interventions will matter most. We will work actively with the UN system. We maintain constructive collaboration initiatives with UNIDO, UNEP, UNDP, UNOHR, UNFCCC, WHO, UN-DESA and many others to support the authorizing environment for action towards sustainable energy for all and to leverage local networks and capacity being built across countries and sectors. We will work with many global and regional industry initiatives and civil society organizations that actively support their members in taking actions towards sustainable energy for all. And we will further expand our collaboration with global and regional financial institutions to help broker partnerships with governments, industry and civil society.

# OUR PARTNERSHIPS: SHARED PURPOSE, COMMON STORYLINE

**Building on a broad base of relationships.** We will build on and leverage the high-value partnerships and relationships that are at the core of SEforALL. Currently, we count over 100 partnerships of various sizes and engagement levels, established over the past three years both formally and informally with individual organizations, as well as with groups of organizations. We have found that across this very diverse group of partnerships, those that took a structured public-private collaboration approach towards specific and achievable goals achieved the most notable progress in the past.

**Charting a strategic path toward delivery.** On an ongoing basis, we will engage with individual partners, as well as groups of partners, and explore every organization's and group's interest in committing to a specific and delivery-oriented work program or, alternatively, to a set of individual activities. We will explore specifically our partners' interests in contributing to progress in geographies and sectors suggested for impact through our heat-map analyses.

Discussions have already started and will be concluded by early 2017 with the currently four Regional Hubs and the four Thematic Hubs, as well as with some of our Accelerators—groups of organizations that in public-private collaboration have identified resources and are able to offer interventions “on the ground” in the service of sustainable energy programs of governments, municipalities, business

or civil society.

Specific delivery-oriented reviews are in progress with the Copenhagen Energy Efficiency Hub that coordinates and supports six of the Accelerator Partnerships (Appliances and Equipment Efficiency, Building Efficiency, District Energy, Advanced Lighting, Transport and Motor Vehicle Fuel Efficiency, Industrial Energy Efficiency). Other, more “light touch” collaborations also exist and we will conclude reaching out to each one by early 2017 to ensure they also can make specific choices on their delivery orientation going forward.

## DELIVERY PARTNERS AS THEMATIC HUBS

Thematic Hubs are typically hosted by major international organizations that alone or in partnerships coordinate action globally on a specific topic (Knowledge Hub, Energy Efficiency Hub, Renewable Energy Hub, Capacity-Building Hub).

**Expanding the reach strategically.** Given the magnitude of the challenge, it is critical for SEforALL to further expand the number of delivery partners. Informed by our heat-map analyses, we have already begun to pro-actively identify key companies and public or private agencies and invite them to help drive forward the agenda toward sustainable energy for all.

## DELIVERY PARTNERS AS REGIONAL HUBS

Regional Hubs bring together core partners to facilitate action in a particular region. They work on the country level, assisting in identifying financing and building partnerships. Interfacing with the National Energy Focal Points, they are at the core of regional and country action such as through action agendas or investment prospectuses.

## “ACCELERATORS”

are partnerships that focus on a particular sector and involve private companies, NGOs and/or research institutes and international organizations. SEforALL currently includes six Accelerator partnerships—all of them focusing on different aspects of energy efficiency.

Such strategic expansion will include areas of critical importance that have not been covered systematically so far—including, but not limited to, through Accelerator collaborations to spur action with regard to Women in Energy, Electrification, and Energy Access for Vulnerable Groups. To expand the group of delivery partners, we will constantly map and re-map the partnership universe, seeking to create space and opportunity for the right partners to get on board.

### **Working with the Private Sector and Civil Society.**

From the very beginning of the SEforALL initiative, companies, banks, funds and investors, business groups and industry associations have been an essential part of leadership towards establishing the goals. They are now critical in delivering those goals. SEforALL believes that focused collaboration between public, private and civil society groups is essential for achieving the goals. Therefore, SEforALL seeks to translate the many relationships with businesses and financiers into partnerships with agreed-upon, expected results. We will expand the number and reach of our private sector partners in the geographies, sectors and economic activities where the greatest impact is sought.

**Building on country partnerships.** At the country level, we will continue to promote inclusiveness, country ownership and stakeholder coordination. We will support SEforALL country actions either through our Regional Hubs or in select cases directly. Where possible, we will leverage ongoing work towards the implementation of the SEforALL Action

### **SUCCESSFUL ACCELERATORS FOCUS ON DELIVERY**

A good example for a successful Accelerator is the SEforALL Building Energy Efficiency Accelerator. Having invested time in creating a like-minded group of companies and agencies and in establishing a sound work program, the group obtained GEF funding and delivered energy efficiency improvements to Mexico City, now to be replicated in five further cities and, pending funding availability, in several others currently on the “wait list.”

Agendas and Investment Prospectuses developed or under development in many countries.

The Action Agendas have seen widespread adoption—particularly in Africa—as a national umbrella framework for energy sector development. In some countries, they will be able to serve as a suitable national implementation framework for the implementation of SDG7 and as a tool to help align stakeholder objectives and partner interventions at the country level.

Where commitments are strong, we will work with our Regional Hubs to support governments as they set-up dedicated delivery-units or implementation teams to strengthen monitoring and evaluation towards sustainable energy and resource mobilization for the implementation of priorities and projects identified.

## OUR PARTNERSHIP SERVICES: A POSITIVE EXPERIENCE

**Simplifying, standardizing, supporting.** Engaging as a partner with SEforALL will be an easy, effective and positive experience, and we will invest in the requisite arrangements. By early 2017, we will have set up accessible administrative support structures for our partners (standard partnership agreements, business processes, roles and accountabilities, and a database appropriate to capture conversations and ensure follow up). We will also have reached out to all our existing individual partners and groups of partners, confirming with each partner which role they want to take going forward.

**Offering a compelling “package”.** We offer potential partners a compelling “package” of reasons to join. Being part of SEforALL means gaining access to a tremendous network as the global team convenes on specific issues, through Accelerators and discreet work streams, and provides connections to others for pursuing shared goals.

We also offer access to a tremendous communication platform that will tell each partner’s story. The

platform will allow access to data and evidence marshalled by SEforALL to track progress and to aid decision-making. It will further provide ways to get stories of success out to a wider audience and the communications support to ensure that partners can find each other. Finally, partners will find with us a true marketplace for ideas and action through the biennial SEforALL Forum. (See below.)

**“Same Service Everywhere.”** Leaders in government, business and civil societies who are supported by SEforALL partners should have a constructive and action-oriented experience. Our partners offer such an experience because they have clear competency. On an ongoing basis, we will strengthen our partners by amplifying their analyses and messages and by sharing ours. Importantly, we will regularly bring our delivery partners together to exchange learning and experiences, and inspire each other for the work still to be done. We will invest time, commitment and funding in building and sustaining a tightly knit and high performing network.

## THE SEFORALL 2017 FORUM: GOING FURTHER, FASTER—TOGETHER

**Strategic Insight, Action-Oriented Partnerships and Compelling Communication.** The Sustainable Energy for All Forum is the landmark, biennial gathering for SEforALL partners and stakeholders. The Forum celebrates the tremendous work organizations and individuals all around the world are doing to bring affordable, clean energy to all and power a revolution in energy productivity. The 2017 Forum—which is to take place April 3 - 5 in New York City—will be a clean energy marketplace for more than 1,000 leaders from business, civil society, financiers and funders, government and internatio-

nal organizations. We will showcase the concrete, substantial action our partners are taking to secure clean, affordable energy for all. We will launch the third edition of our Global Tracking Framework and an array of other critical reports benchmarking progress on renewables, energy productivity and energy access. We will offer communication formats and tools for our partners and stakeholders to use and be inspired by. Importantly, the Forum will contribute to the direction of the global energy dialogue and act as a catalyst for vital investment in the crucial decade to come.

# COMMUNICATIONS: GOOD NEWS THAT TRAVELS FAST

## OUR APPROACH

**The challenge is real.** Leaders face multiple demands: system inertia, volatility and uncertainty and the price of inaction overwhelming the price of action—with no ready guide to future pathways. Many decision-makers know very little about progress being made within their own jurisdiction, elsewhere in the world and across the whole spectrum of advances to secure access, increase energy productivity and extend renewables penetration.

**Communications to motivate change.** Our communications seek to inspire and support leaders to take the actions needed, at the pace required. Our communications will be curated, compelling, evidence-based, timely and constant. Our communications will also help give voice to a growing movement that can keep up the pressure to motivate change on a longer-term basis.

**Our audience is not everyone.** It's a finite group of leaders—decision-makers who can broker the partnerships and unlock finance so that the world goes further and faster towards securing clean affordable energy for all. We need to identify them and the “sherpas” who support them.

**We tell stories.** We will map the leaders that we need to move—and identify what actions they need to take. We will identify the messages that will resonate with them and the channels they trust. We will

place stories in their minds—and just as importantly—in their gut.

**Our stories connect with the mind and hit the gut.** Our timely stories are evidence-based and action-oriented. And they engage our audiences on

### DAY-TO-DAY: A “STEADY BEAT”

Throughout the timeline of this business plan, we will leverage communications tools to maintain a “steady drum-beat” of messages that bring attention to the work and objectives of SEforALL. This will include: (i) crafting messages and speeches, built on what we learn is resonating with leaders we seek to reach; (ii) global and local media outreach, built on every trip, every event and every speech given by SEforALL management and the leaders of its partners; (iii) a compelling website that offers recent news for the busy energy professional as much as resource links for the policy designer; and (iv) an active social media presence leveraging Facebook, Twitter and LinkedIn—among many other channels—to build presence where energy professionals and leaders go. Our small communications team of five media professionals will leverage a broader network of partner communications officers to amplify its work.

an emotional, guttural level so that they feel it, so that the story moves them and that they, in turn, move others. Stories about technology rarely move humans. Stories about humans move humans. We will use language and imagery that put people at the center of our stories. Data is essential, and humanity is what moves us: people who are citizens, customers, employees, women and children.

**We will set the tone.** We will aspire to redefine what being a leader means. Leaders take an “energy productivity first” approach. Leaders put access at the center of their energy plans. Leaders broker partnerships and unlock finance. Leaders ensure that no one is left behind. This is what leaders do.

## OUR CONTENT: MOBILIZING CONTENT THAT MOVES

**Storytelling.** Guided by our strategic insight, we will collect the best efficiency, renewables and access energy stories. Our stories will be evidence-based and timely. They will also be honest. They will demonstrate what is working—and what is not. We will shape each story into a suite of storytelling tools: a five-page case study, a one-page overview, a set of talking points to be woven into speeches, a 60-second film, a collection of photographs, tweets, etc. We will place them in an online storytelling library. And we will white label our stories—to give them the best chance of being picked up and used by others.

**Words matter.** So do images. We will craft stories with sharp, clear and compelling language. We will also use bold, lush imagery of people—and technology, at scale—in countries all around the world, but

### STEP BY STEP: TELLING STORIES OF SUCCESS

Upon funding expected in 2017 from interested donors, we will dispatch a designated “storytelling” team to identify and narrate the personal experience of leaders who have moved the needle on sustainable energy. And we will work with global and local media networks, as well as with our partners, to place these stories where they will matter most.

with a focus on the countries we are concentrating on. And we will use stunning data visualization to bring our evidence to life, so that it excites, inspires and moves decision-makers.

## BUILDING A NETWORK OF COMMUNICATORS

**We will work with our partners** to develop—and regularly update—our core “shared narrative.” Our narrative will focus on the opportunity created by taking action, on how the world looks and feels when we go further, faster towards securing clean, affordable energy for all. This is the essence of all our messaging. This is the shared narrative our network will help to amplify.

**We will create tools** for our partners to use in amplifying our narrative. This will include storytelling toolkits, compelling techniques for mobilizing content and channels for reaching different audiences. We will collaborate with communications-focused organizations that are looking for stories and we will supply a constant stream of good news to them.

**We will invite broad audiences** to engage with our content—to tell and re-tell what they found. We will turn our data visualizations into dynamic web-based tools, allowing the user to customize the views and find insight that matters to them.

**We will create a joint megaphone.** At the time of writing this Business Plan, the SEforALL global team works with about 30+ partners with an active communications interest. SEforALL will regularly bring together the communications leads of our core partners through calls, collaborative platforms and occasional meetings to reinforce our shared narrative, coordinate communications activities across the network and create a joint megaphone that amplifies our partners' messages.

## STEP-BY-STEP: BUILDING A GLOBAL MESSAGE

During 2017, we will establish an “ecosystem” of core partners with a strong communications interest. Together, we will craft a shared SDG7 “opportunity” narrative that all partners will use throughout their communications activities. And we will “push” this shared narrative through all of our and their channels, testing which messages are being used, which are being picked up by others, and which work with key audiences. This will both amplify our presence and provide effective data for future campaigns and communications channels,

## SUPPORTING CAMPAIGNS THAT MATTER

At times, we will help seed, drive, offer evidence for, or bring partners to campaigns that we feel can accelerate action towards securing clean, affordable energy for all. Campaigns may be global, regional or country-specific, or they may be limited to a particular industry.

**The “One for All” campaign is one such example.** “One for All” is an independent, global campaign that seeks to mobilize new forms of capital and new investors to the achievable goal of ending ener-

gy poverty before 2030. Those that join this campaign are committing to invest 1% of their assets—as a blend of grants and investments—to massively scale-up funding for energy access. “One for All” will dramatically diversify and increase funding for energy access and bring clean, affordable energy to remote rural places for cooking, lighting, clinics, schools and businesses. We will support communities in building local capacities. We will direct and scale investments to solve a global problem at the local level.

## HOW WE KNOW IT WORKS

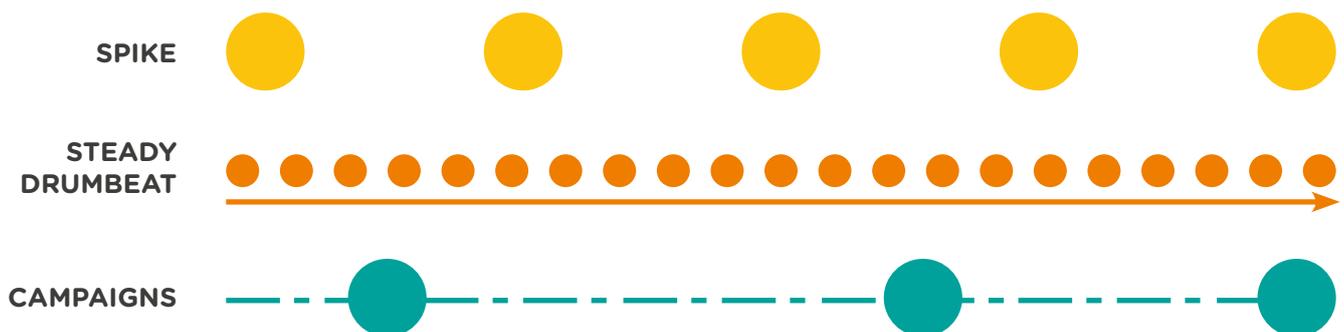
Leaders will learn to trust us. And use our stories. And move. By doing so, our message will break through. And stick. And inspire leaders to move. We will develop and regularly monitor specific communications KPIs associated with the campaigns that

we and our partners run.

We will, of course, also monitor key communications KPIs for our core communications products.

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## COMMUNICATION LEVELS



**Spike:** At times, our communication efforts will build and spike around strategic moments: key events, policy decisions, etc. These communications interventions will help us galvanize leaders to move, draw attention to key policy decisions and unlock finance. Spikes will include: Energy Day at COP22, WEF, World Future Energy Summit, FORUM, UN GA, G7, G20, World Bank Group/MF annual meetings.

**Steady drumbeat:** The drumbeat is our day-to-day messaging, which highlights action taking place around the world on energy efficiency, renewables and access. We will amplify our partner's work through our media and social media channels. We will help our Partners coordinate and collaborate on clear consistent messaging that breaks through. And we will curate and share the best success stories from the field.

**Campaigns:** At times, we will help seed, drive, offer evidence for, or bring partners into campaigns that will drive action towards securing clean affordable energy for all. These public-facing interventions may be global, regional or country-specific and may be focused on a particular sector or theme. Our level of involvement will be calibrated by where we can have the most positive impact. We are a core partner of the "1 for All" campaign and will use our communication to support other partner initiatives such as The Climate Group's #Bijli campaign.

# OPERATIONS: AGILE, EFFECTIVE, EFFICIENT

The SEforALL global team is small. It is managed as a “Quasi-International Organization” under Austrian Law and operates out of Vienna and Washington, DC. The operational structures, resources and systems described here are being built to fit the very

specific purpose, opportunities, limitations and risks in mind that SEforALL’s business model and agile management approaches present.

## THE APPROACH WE TAKE

**We operate under extreme uncertainty and with limited resources.** Opportunities for SEforALL to influence leadership decisions will open up and close. Changes in the critical political, administrative or business environments will call for readjustments in our engagements on a constant basis. We have borrowed management and decision-making approaches for our work going forward from the entrepreneurial world of lean start-ups. Developed specifically for the management of uncertain conditions, core approaches are “validated learning” and “build-measure-learn” loops for management and planning. For these to take hold, specific business processes will be established that link to fast decision-making.

We measure our progress by what we learn, share and use. During the beginning of this second phase for SEforALL, our work plans will be shaped so that we understand how much validated learning we and our partners acquire and use. Taking such an operational focus will be an important driver for achieving scale, both directly and indirectly, as well as for the quality of our interventions. We will be systematic about first developing hypotheses on what works for a particular leader or group of leaders whom we support, taking into account the very specific political, economic and personal circumstances. We will then follow the interventions’ outcomes in light of these hypotheses, with an eye on which features worked or did not work and why, given the specific context.

# THE WAY WE WORK

**A compelling culture.** The SEforALL global team is here to serve. We joined because we are inspired by our goal and intrigued by a unique work environment. We enjoy contributing to key processes in the energy and development fields, intellectually as well as personally. And we appreciate being challenged to constantly learn and step up, thus being able to grow professionally in a collaborative and non-hierarchical environment.

Our culture is built on six core values:

1. **Partnership.** We value our partners and leverage ourselves through them.
2. **Agility.** We are adaptive and available to everyone. We bring people together who don't normally talk to each other and frame questions differently, so that leaders unlock action and finance.
3. **Diversity.** We value the diversity of needs across countries and communities and we commit to helping spur actions that respond to these differentiated needs.
4. **Equity.** Our goal is "for all" and we work for All. We strive for a sustainable energy transition that is just and equitable and leaves no one behind.
5. **Results.** We focus on helping leaders make the most progress, fastest, towards the SEforALL objectives. We value evidence and data. We understand the scale and urgency of the transitions ahead and the need for a holistic systems-based approach. We are solutions-oriented.
6. **Trust.** We treat information carefully and respect what we are entrusted with as it serves partners and their success.

**Swift decisions, strong commitments.** All key decisions come to the SEforALL management team. It operates on a "discuss and decide" model, with decisions recorded and later followed up on. This creates for us both a track record for future follow-up and a strong commitment.

**Essential business processes across all teams.** As

a small organization that is committed to effective and efficient, lean and fiducially responsible management, we will operate five core business processes throughout our fiscal year: (i) an annual strategy, business plan and budget planning exercise, completed in October/November with the adoption of the latter; (ii) quarterly progress and budget reviews; (iii) project-specific and annual performance reviews for staff; (iv) systematic and lean learning processes, such as pre-action and after-action reviews for projects; and (v) an annual risk review.

**Tight project management.** Our interventions will be "interwoven" products, delivered with input from across our teams. We will deploy lean startup principles to project management, ensuring we track build-measure-learn loops. In doing so, we will break down each of our workflows into achievable tasks and set them against a given time frame. This will make our teams and partners more flexible in their roles but focused on results.

**Valuing information and operating transparently.** As a partnership platform, transparency of information is a way of life for us. We use our website to share all key documents that can facilitate engagement or oversight by partners and stakeholders. This will include our strategy documents, our business plan and budget, our results-framework and KPIs, as well as other documents relevant for the institutional set-up of SEforALL. At the same time, we appreciate the value that information can have on a personal level and we will respect the confidential nature of human resource matters and other information of a sensitive nature.

**Careful risk management.** We manage our business reliably and predictably by committing to policies and processes that cover all our activities, ranging from procurement through employment policies, asset management, information management, etc. Our policies are reviewed and approved by our Administrative Board. Once a year, our Administrative Board undertakes a formal risk review, considering all aspects of our business.

## THE WAY WE LEARN

**We will learn fast, focus on “what works” and scale from there.** Our goal is to deliver— together with our partners and as quickly as possible—interventions that leaders in the energy sector want—and will use—to build their own actions on.

**We use structured pilots to ensure value creation and replicability.** Given our tight budget and our high ambitions, we need to develop our interventions quickly and inexpensively, and learn swiftly what can be scaled up. We will focus on small “batches” of interventions, on just-in-time production, on tight control and management of our interventions and on carefully validated learning before we identify the next opportunity to support leadership action. Around each of our interventions there will be two types of questions. First: Does the intervention create value, e.g., does it connect the counterparts to promising partnerships and open up investment opportunities? Does it create political capital needed to take a next step? Does it lead to change? And, second: Can the intervention be replicated and how? Is there anything country or sector specific, e.g., that would limit or create replication opportunities? Working through pilots and adopting a structured case-study approach will give insight on value and replicability. We will invest time and money in developing specific metrics so that we can identify larger trends and broader applicability.

**The hardest part: Deciding when to pivot and when to persevere.** Taking time to learn requires strong discipline—in particular given what is at stake and the little time we have left—when circumstances change fast and the imperative to engage is high. The hardest part is making decisions based on what has been learned. We are aware that when time is pressing, the tendency is to not stop to pause and reflect. The tendency is to keep running. We will invest specifically in resources and business processes that will ensure that we will make key decisions—decisions on whether or not to persevere with a particular intervention type or approach, or whether to pivot the approach. These decisions will be based on our internal quarterly business reviews, considering progress in light of our initial hypotheses and the resources that have been brought to bear.

**We will frequently and iteratively update our plans.** This Business Plan (2016-2021) offers a description of the Sustainable Energy for All global team’s services, of our approach and of our ambition. Annually updated work plans will complement the business plan, describing in detail specific interventions and associated activities and thus allowing for robust results frameworks and appropriate tracking. Within the context of the five-year business plan, these annual work plans may be updated throughout the year, following quarterly progress reviews.

## THE STRUCTURES WE USE

**Oversight and Strategic Guidance.** We draw guidance from the SEforALL Advisory Board and the SEforALL Strategic Framework for Results. As the SEforALL global team, we are a “Quasi-International Organization” under Austrian Law that is non-profit and independent. As such, we have an Administrative Board set up along the legal framework provided by the Austrian Association Law. Our Administrative Board appoints our CEO; approves all major decisions on our institutional developments; approves our policies, our business plan, our annual work plans and our budget; and regularly reviews our performance. We also review our work plans and directions together with our funding partners and our funding partner forum is the place for strategic discussions with the organizations and agencies investing in our work.

**A flat hierarchy.** We are a small team and operate along a flat hierarchy within four work-streams that collaborate closely. Our CEO draws on a management team that supports her in all aspects of leadership. Our staff members are hired into one of four levels of positions: assistant, associate, specialist and lead specialist. The positions are broadly

defined, so that staff can develop and grow within their positions.

**Four work-streams.** We organize our delivery by client or partner. We organize our delivery by client or partner, making sure that our respective counterpart can draw on the full suite of SEforALL global team competencies and resources. At the same time, we organize our teams along the elements of our core value proposition: Strategic Insight, Communications and Partnership. In addition, our Operations Team ensures we have the structures and systems we need to deliver our work. Our CEO maintains a small executive office. Within each team, we track progress along major workflows. The Policy Team tracks four workflows: Energy Access, Financing, Knowledge, and Gender. The Communications Team tracks Steady Drumbeat, Campaigns and Spikes. The Partnerships Team tracks Partnership Management and Support, Partnership Development and Partnerships for Energy Efficiency. And the Operations Team tracks Administration, Monitoring & Evaluation and Knowledge Management, Donor Relations and Board Support.

## OVERVIEW 2: WORK STREAMS IN SEFORALL’S GLOBAL TEAM



<sup>1</sup> Federal Law on the granting of privileges to Non-Governmental International Organizations (StF: BGBl, Nr. 174/1992 (NR: GP XVIII IA 287/A AB 407 S. 60, BR: AB 4235 S. 551) as amended by BGBl, I No. 160/2015).

<sup>2</sup> As a Non-Governmental International Organization under Austrian Law (or “Quasi-International Organization” (QIO) in the language of the relevant laws), the Association Law does not apply to us. However, the QIO status could, in theory, be revoked. We have therefore structured our governance so that we can reasonably accomplish an easy and swift transition into the legal status of a “regular” Austrian Association, if the need was to arise.

**Policies and Procedures.** We will operate along clear and comprehensively defined policies and procedures for all major business processes, including financial management, procurement, travel, information management, etc. While these align mostly with the UNOPS policies and procedures—so that we can work with UNOPS as an implementation partner—they will be structured lighter in terms of processing, more suited for the small size of our organization.

**Critical Relationships.** Every relationship matters to the SEforALL global team, everywhere. Some relationships shape what we can be to others. These include our relationship to the UN and to the World Bank Group, and our relationship to the SEforALL Advisory Board.

## THE RESOURCES WE MOBILIZE AND DEPLOY

**People we deploy.** We deploy, in our base-case scenario, some 30-plus staff. Our staffing structure is similar to a professional services firm that serves senior leaders, with about the same number of senior and more junior staff. Given our resource constraints, we plan to deploy at least eight staff on secondment—loaned to us by the governments of Iceland, France, Italy, the UK and Austria, and by the World Bank. (See Annex III for an Organizational Chart.)

**People we look to mobilize.** We look for people who are motivated by our goals and culture and who seek to make a meaningful contribution while being open and ready to learn. We hire international professionals to work with us in our offices in Vienna and Washington. While we maintain our own recruitment and employment policies, we have arranged with UNOPS to handle the contracting on our behalf. This allows us to more easily hire professionals from international backgrounds who look to SEforALL as one step within a broader international career. Our contracts offer a compensation package that aims to attract the best talent needed to deliver effectively while being mindful of our limited

resources and of our standing as a “Quasi-International Organization”. Our salaries are designed to be competitive with regard to a particular position’s marketplace in terms of professional field, complexity of the assignment and location (Vienna/Austria and Washington, DC/US).

**Funding we deploy.** Our base-case projections indicate that we will need, at a minimum, about \$7.4 million US\$ in 2017 to deliver on this business plan. Over the years through 2021, we assume a small increase in staff cost and a larger increase in consulting/contracting cost—in particular as we shift resources to specific products that are then scalable and can be implemented by others. Our scale-case projections (“Growth Scenario” and “Broad Impact Scenario”) would be built around well-defined and large activities such as specific analytics orchestrated and commissioned to enhance strategic insight, specific investments in our partnerships’ capabilities and reach, large and highly visible communications campaigns on distinct topics, and/or investments in the emergent learning processes that are so crucial to expand reach and impact.

TABLE 1: BUDGET PROJECTIONS BY COST CATEGORY –  
BASE CASE, GROWTH CASE, BROAD IMPACT CASE

	2017		2018		2019		2020		2021	
Total staff costs	\$2,956,965	40%	\$3,104,810	38%	\$3,260,051	36%	\$3,423,053	34%	\$3,594,206	33%
Total travel costs	\$969,74	13%	\$1,115,159	14%	\$1,282,433	14%	\$1,474,798	15%	\$1,696,018	15%
Total consultancy and contractual services	\$1,367,006	18%	\$1,640,407	20%	\$1,968,488	22%	\$2,362,186	24%	\$2,834,623	26%
Total general operating expenses	\$1,122,174	15%	\$1,234,932	15%	\$1,357,831	15%	\$1,493,614	15%	\$1,642,976	15%
Total suppliers and equipment	\$13,000	0%	\$13,650	0%	\$14,333	0%	\$15,049	0%	\$15,802	0%
Total furniture and equipment	\$97,150	1%	\$102,008	1%	\$107,108	1%	\$112,463	1%	\$118,086	1%
Support cost (14%)	\$913,639	12%	\$959,321	12%	\$1,007,287	11%	\$1,057,652	11%	\$1,110,534	10%
<b>Base Case Scenario Total</b>	<b>\$7,39,635</b>		<b>\$8,169,747</b>		<b>\$8,997,531</b>		<b>\$9,938,816</b>		<b>\$11,012,245</b>	
<b>Growth Case Scenario Total</b>	9.9M		10.9M		12.0M		13.2M		14.6M	
<b>Broad Impact case Scenario Total</b>	14.8M		15.2M		16.2M		17.8M		19.8M	

TABLE 2: DONOR CASH CONTRIBUTIONS –  
PAST AND CONFIRMED OR INDICATED

	2012	2013	2014	2015	2016	2016	2017	2018	TOTAL	%
Norway ①②	-	\$1,651,187	\$87,574	\$1,927,739	-	\$1,169,900③	\$1,169,900③	\$1,169,900③	\$7,896,200	25.2%
United Kingdom	\$640,542④	-	-	\$3,374,773	\$861,815	\$945,355	\$1,745,448	-	\$7,567,933	24.1%
Sweden	\$2,973,600	-	-	-	-	\$1,800,000④	-	-	\$4,773,600	15.2%
Denmark	\$1,771,856	-	-	\$1,219,334	\$1,088,850	-	-	-	\$4,080,040	13.0%
European Union	-	-	\$622,665	\$357,110	-	-	\$1,813,313	-	\$2,793,088	8.9%
Austria	-	-	-	-	-	\$550,000④	\$550,000④	\$550,000④	\$1,650,000	5.3%
Germany	-	-	\$325,863	\$664,680	-	\$550,000④	-	-	\$1,540,543	4.9%
DANIDA	-	-	-	\$398,689	-	\$99,672④	-	-	\$498,361	1.6%
Iceland	-	-	\$150,000	-	\$200,000	-	-	-	\$350,000	1.1%
Not-for-Profit	-	-	-	\$188,490	-	-	-	-	\$188,490	0.6%
<b>Total</b>	<b>\$5,385,998</b>	<b>\$1,651,187</b>	<b>\$1,996,102</b>	<b>\$8,130,815</b>	<b>\$2,150,665</b>	<b>\$5,114,927</b>	<b>\$5,278,661</b>	<b>\$1,719,900</b>	<b>\$31,338,255</b>	<b>100.0%</b>
<b>Expenditure</b>	<b>\$640,542</b>	<b>\$2,373,663</b>	<b>\$5,438,276</b>	<b>\$5,442,242</b>		<b>\$6,375,062</b>				
<b>Year End Rolling Free Balance</b>	<b>\$4,745,456</b>	<b>\$4,222,974</b>	<b>\$690,800</b>	<b>\$3,379,373</b>		<b>\$4,269,903</b>				

① Received contributions channelled through UNF.

② Does not include contributions that may have been made in 2011 and 2012.

③ Not confirmed.

④ Indicates commitments made by respective contributor, but where agreements have not yet been signed.

In converting contributions (not yet received) from original currency to USD, the exchange rates applied were those as per the date of the respective contribution agreement.

**Funding we look to mobilize.** Over the five years covered by this business plan, we aim to mobilize enough funding in cash to cover at least an annual base-case budget of \$7.4 million USD in the first year through to \$11.0 million in year five. Since funding needs to be available and “in hand” before contracts can be issued, our fundraising effort needs to “front load.” (See Table 3 below.) We mobilize funding from bilateral and multilateral donors, from foundations and philanthropic organizations and from private entities. While funding partners will, on occasion, dedicate a particular resource to a particular assignment, we aim to mobilize most of our funding as base funding, simply to make the accounting manageable.

**Our funding base will shift.** Over three-and-a-half years of fundraising for SEforALL— while operating as a UN Initiative (2013-2016)—the composition of

our funding base was mostly public. Going forward, we plan to shift from public funding towards a 50:50 public-private balance by proactively mobilizing funding from philanthropic and other private organizations. The energy sector is as dominated by public interests as it is by private interests and this translates increasingly into a sense of personal accountability on the part of these companies’ boards and senior management, thus shaping the kind of partnerships that SEforALL not only furthers but also actively supports. We will operate strict conflict of interest policies with regard to our funders and the deployment of funds, primarily to ensure that none of the private support translates into conflict of interest situations—real or perceived—that cannot be managed.

We will offer to our funding partners the opportunity to engage with one of the most critical and

TABLE 3: SCENARIOS - BUDGET AND FUNDRAISING AMBITIONS

	2016 (forecast)	2017	2018	2019	2020	2021
<b>Base scenario budget</b>	\$8.3M	\$7.4M	\$8.2M	\$9.0M	\$9.9M	\$11.0M
Base scenario Actual Expenditures	\$6.3M					
Fundraising confirmed (from previous year)	\$11.4M	\$8.4M	\$9.2M	\$10.0M	\$10.9M	\$12.0M
Fundraising intended	\$3.3M	\$8.2M	\$9.0M	\$9.9M	\$11.0M	
Rollover Balance to move to next year	\$8.4M	\$9.2M	\$10.0M	\$10.9M	\$12.0M	<b>\$1.0M</b>
<b>“Scaling Campaigns” Budget</b>		\$9.9M	\$10.9M	\$12.0M	\$13.2M	\$14.6M
Additional resources needed over base scenario budget		\$2.5M	\$2.7M	\$3.0M	\$3.3M	\$3.6M
Total fundraising needed (including base scenario budget)		\$10.7M	\$11.7M	\$12.9M	\$14.3M	\$3.6M
<b>“Scaling Campaigns and Partnerships” Budget</b>		\$14.8M	\$15.2M	\$16.2M	\$17.8M	\$19.8M
Additional resources needed over base scenario budget		\$7.4M	\$7.0M	\$7.2M	\$7.9M	\$8.8M
Total fundraising needed (including base scenario budget)		\$15.6M	\$16.0M	\$17.1M	\$18.9M	\$8.8M

strategic agendas of the century—both financially and in terms of content. Funding partners representing countries and philanthropic or private foundations alike share a transformative agenda of sustainable energy. In contributing to SEforALL, funding partners will access a community of public and private organizations with a shared interest in the most efficient ways of creating demonstrable impact in the pursuit of sustainable energy for all.

**Knowledge.** Our knowledge is our partners' knowledge. We will build a tightly designed Knowledge Management structure set up around core business processes that generate knowledge, such as the after-action reviews; set up through our website; and set up for the SEforALL community. We will integrate our monitoring and evaluation efforts with our knowledge management and learning efforts and both will be amplified through our communications work-stream.

## HOW WE KNOW IT WORKS - AND HOW WE ADJUST WHEN IT DOESN'T

**Our Organizational Metrics: Actionable. Accessible. Auditable.** Within our indicative Results Framework (See Annex II.)—presented as part of the Strategic Framework for Results—we will shape the results frameworks for each of our workflows and interventions. Other metrics for the first year of this business plan will evolve around key learning steps, such as the numbers of hypotheses formulated and tested, “Before Action Reviews” and “After Action Reviews” held and their outcomes. All metrics will be made accessible on an ongoing basis through our website and will be auditable by linking them to specific work streams underpinned by our financial management systems. Where operationally possible, we will track intervention cost and the cost of learning.

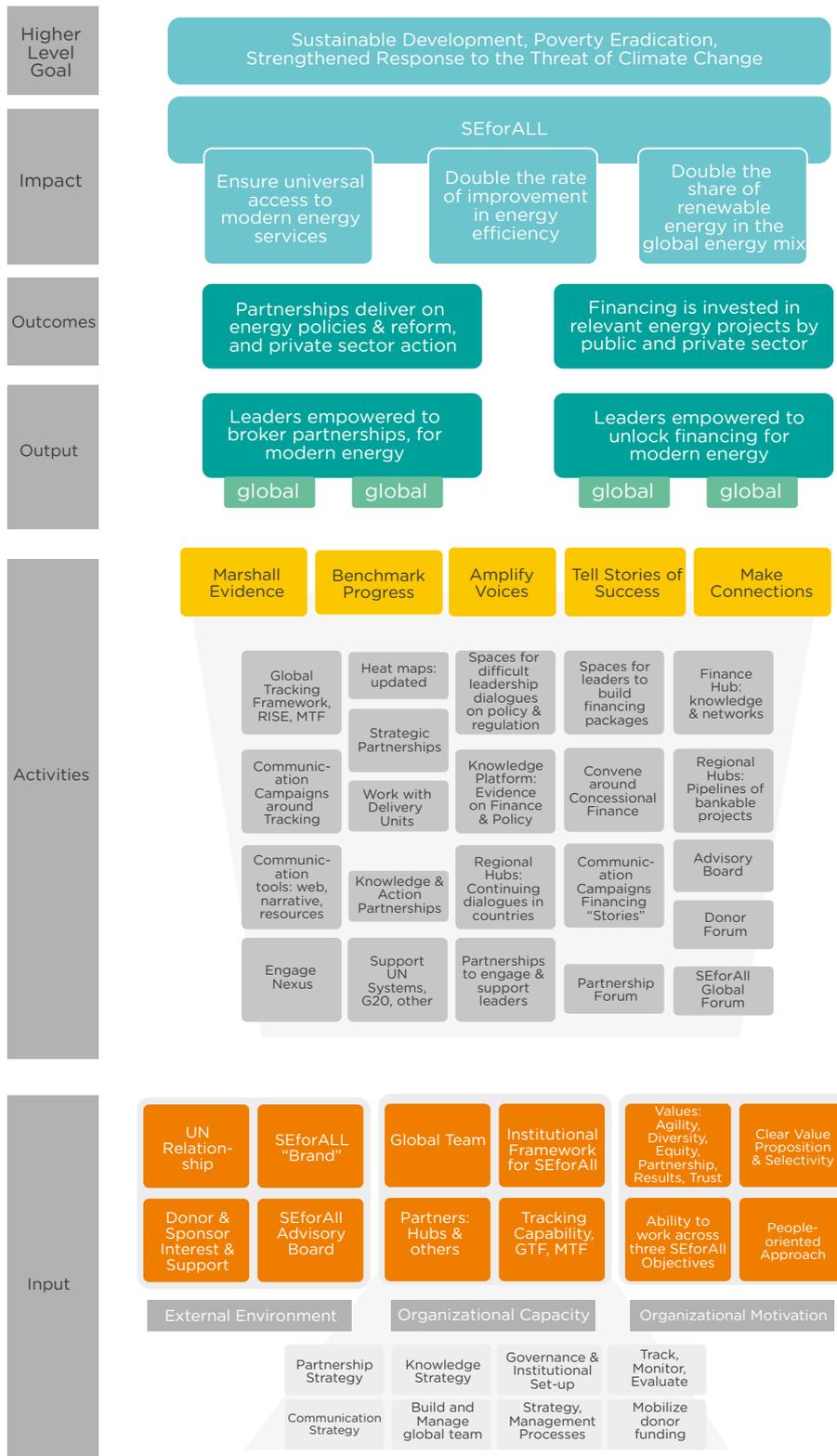
**Our Operational Metrics: Specific for each intervention area.** Our operational metrics follow the re-

**Infrastructure and Assets.** The SEforALL global team operates out of its headquarters in Vienna, Austria, and maintains a small presence in Washington, DC, hosted by the UN Foundation. Historically, the UN's Vienna office had supplied, on a charge-back basis, both the arrangements for office premises support and the IT and office technology set up. The cost for the office premises themselves are supported by the Government of Austria, however, we expect our cost to slightly increase due to additional tax payments incurring if the rental contracts transition to SEforALL as the contract holder. At the same time, moving off the UN Vienna-provided IT platform—while involving some heavy lifting—should offer more mobility and flexibility to our staff as well as cost reductions. As a not-for-profit organization, SEforALL has access to significant price reductions on all major software licenses, enabling us to install an affordable, high-quality IT set-up.

sults frameworks that we establish for each of our interventions, including a specific theory of change that underpins the design of individual activities. There, we define outputs and outcomes and, where possible, attributable outcomes and quantitative targets.

**We report annually and update quarterly.** Annually, we will put out a progress report to be reviewed by our Administrative Board in the first quarter of the subsequent year and thereafter shared with our stakeholders and donors. On occasion, and where the opportunity arises, we will commission specific evaluations of key aspects of our work. Much of what we and our stakeholders and partners do and how we do it is innovative within the broader development context; documenting and evaluating will stand us in good stead.

## ANNEX I: INDICATIVE RESULTS FRAMEWORK (FROM STRATEGIC FRAMEWORK FOR RESULTS)



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## ANNEX II: INDICATORS (INDICATIVE)

### Impact level

- Progress on SEforALL goals—as per the Global Tracking Framework (GTF)

### Outcome level

- Financing is mobilized for energy access, energy productivity, renewable energy
- Partnerships have been brokered that support action towards energy access, energy productivity, and renewable energy

### Output level

- Leaders and leadership situations that are creating action-oriented partnerships for delivery (e.g., high-level ministerial meetings that make decisions on improving regulatory frameworks for investment in micro-grids).
- Leaders and leadership situations that unlock financing for modern energy (e.g., major pension funds engage in conversations that lead to the decision to allocate specific resources to invest in energy access technologies)

### Activity level

- Analytical Products: Global Tracking Framework, RISE, MTF, Finance Reports
- Communication Campaigns around Tracking
- Communication Tools around Tracking
- Engagement Products: Heat maps customized for specific stakeholders
- Delivery Partnerships
- Country Engagements: Leadership Engagements, Partnerships, Communications Outreach
- SEforALL Global Forum
- Advisory Board
- Donor Forum

### Capacity level

- Management Structure operational
- Funding raised
- Staff on board
- Governance Structure set up and functional
- Knowledge Strategy, Partnership Strategy, Communications Strategy
- Policies, processes, and routines
- Routines for validated learning in place, including M&E

ANNEX III: ORGANIZATIONAL CHART

**CEO & SRSG**  
Rachel Kyte

**EXECUTIVE OFFICE STAFF**

**DIRECTOR  
POLICY & KNOWLEDGE**

**Jane Ebinger**

Specialists on Energy Access; Specialists on Private Sector Investment; Gender & Energy Specialist; Knowledge Specialists.

**CHIEF  
PARTNERSHIP OFFICER**

**Sandrine Dixson-Decleve**

Specialists on Energy Access; Specialists on Private Sector Investment; Gender & Energy Specialist; Knowledge Specialists.

**DIRECTOR  
COMMUNICATIONS**

**Callum Grieve**

Specialists on Media Relations, Writing and Story Telling, Social Media and Digital Communications, as well as Event Management.

**CHIEF  
OPERATING OFFICER**

**Monika Weber-Fahr**

Specialists on Administration and Management; Specialists on HR Management; on Monitoring and Evaluation; on Donor Relations and Board support.

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