



Partnerships

Framework

Delivering through partnership

A global partnership platform

As a global platform, Sustainable Energy for ALL (SEforALL) empowers leaders to broker partnerships and unlock finance to achieve universal access to sustainable energy as a contribution to a cleaner, just and prosperous world for all.

We marshal evidence, benchmark progress, amplify the voices of our partners, tell stories of success and connect stakeholders.

As a global team, SEforALL crafts interventions that support these leaders in accelerating the delivery of actions.

SEforALL's global team acts as an "engine room" for a global movement that has grown up around the objectives of Sustainable Energy for All and the Sustainable Development Goal 7 (SDG7). The global team supports interventions with three core competencies that when woven together are our DNA. They are our triple helix:

- **Strategic Insight** – 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** – supporting governments, national and local, businesses, civil society and other organizations who subscribe to our common objectives to work together to drive action forward.
- **Compelling Communications** – helping good news travel faster, using all media channels to package data and evidence, stories of success and insight on how to move at speed and scale allowing diverse decision makers to act and spur results.

SEforALL 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".

Partnerships are how SEforALL interventions are delivered and an important element of every intervention. SEforALL interventions are carefully tailored to suit a specific situation in a particular group of countries, country, city, economic or financial sectors and other businesses.

SEforALL Partnerships: action oriented

Delivery is at a Premium. Partners can operate at three different levels:

- **Delivery Partners:** Collaboration is focused around a joint set of desired and achievable results. SEforALL Delivery Partners commit to contribute towards quantifiable results and to report on progress. They use the title Delivery Partner

to show their leadership, communicate around action underway and to share learning and stories of success.

- **Proud Partners:** Collaboration is activity based. SEforALL proud partners support the objectives of SEforALL. As part of the movement around SEforALL Proud Partners use the name and platform to amplify meaningful work done - be it globally, locally or sector or topic specific.
- **Funding Partners:** Collaboration involves a financial contribution towards the activities of the SEforALL global team. SEforALL Funding Partners are committed to the objectives of Sustainable Energy for All. Contributions are tracked where they are made under direct agreements with SEforALL or under parallel agreements. SEforALL reports to Funding Partners on results achieved with their support. Funding Partners use the name and platform to show one way they are supporting progress to achieving SDG7 goals and Paris Agreement progress.

The SEforALL Approach: To be effective, SEforALL focuses its resources on where its interventions may have the greatest impact. SEforALL proactively seeks out partners that can support delivery of results and impact in key geographies and key sectors where progress will be important to achieving global objectives.

Working with the Private Sector and Civil Society: Companies, business associations, and financial institutions, have been, from the very beginning of the SEforALL initiative, an essential part of the movement for SEforALL. They are now critical in delivering against the objectives. Civil society is similarly integral to delivery now having worked so hard to deliver agreement in 2015 both regarding the SDGs and the Paris Agreement. SEforALL now seeks to translate the many relationships that have formed over the past years into partnerships focused on achieving results together.

Importantly in this era of implementation, SEforALL seeks to expand its partnerships in the geographies, sectors and economic activities where the greatest impact and support is needed.

Why become (or remain) an SEforALL Partner

SEforALL is a platform powering a movement that has grown globally across governments, the private sector and civil society. The ambition of its objectives, mirrored in Sustainable Development Goal 7 (SDG7) on ensuring universal access to affordable, reliable and modern energy services by 2030 is necessary. Aiming to achieve these goals in the context of the Paris agreement to act aggressively on climate change around heralds an energy transition, already underway, that is all encompassing and universal. As a platform, SEforALL believes that together we will go further, faster. Swift action needs to be taken by leaders in governments, cities, companies, financial institutions, development banks, unions, communities and civil society.

SEforALL has a unique Relationship Agreement with the UN system with whom it formally coordinates actions closely and shares an advisory committee chaired by the UN Secretary General and the President of the World Bank Group. Partners of SEforALL enjoy:

- i. **Access to strategic insight.** Strategic Insight is one of the three “competencies” that provide a hallmark of every SEforALL intervention. When paired with communications services, and built on strong action oriented 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.

To build a shared understanding of where progress can be accelerated to reach 2030 goals, SEforALL has developed “heat maps” – using indicators on progress towards sustainable energy for all and combining them with information on national development and climate change plans; on a country’s enabling policies, on the business environment and on its ability to attract private investment; as well as on the presence of engaged donors and partners who can support action. When data is combined a robust process for questioning priorities and identifying pathways for progress emerges which can shape our engagement and support for leaders. The “heat maps” are living tools, updated as new information becomes available and are part of the basic toolkit for SEforALL engagement. SEforALL partners can access them as well as other tools easily with support of the SEforALL team.

- ii. **Access to leaders and unlocking finance.** SEforALL offers high level convening opportunities that will bring together our delivery partners with local and national leaders and the finance sector to ensure meaningful discussion on support for action and enable investment and support to flow towards those efforts and projects of greatest impact. SEforALL also provides assessment and analysis of financial flows or obstacles to goals.
- iii. **Access to an extensive global network.** SEforALL offers convening on specific issues, through accelerators and discreet work-streams and can provide connection to others in the pursuit of the goals.
- iv. **Access to a communications platform that will tell your story.** The SEforALL communications platform will allow access to the data and evidence marshalled by SEforALL to aid decision making and for tracking progress. It will offer ways to get stories of success and collaboration out to a wide audience and will offer you media and communications support to ensure that good news travels fast and that potential partners can find each other.
- v. **Access to the SEforALL marketplace of ideas and action.** Every two years, coinciding with the production of the Global Tracking Framework on progress on sustainable energy for all, SEforALL holds an SEforALL Forum (our marketplace of ideas, investment and action). Partners will gain privileged access to the Forum and gaining insight, input and inspiration,

connecting to people, ideas and actions as well as demonstrating what is working and why.

Strengthening and aligning existing partnerships.

The 2016 SEforALL Strategic Framework for Results directs efforts towards focusing on where action can have the greatest impact. To achieve this, SEforALL offers its Partners opportunities to accelerate action and to work in a concentrated way at regional or specific sector or topic levels.

Reviewing existing partnerships and relationships. At the end of the second quarter of 2016 SEforALL had over 100 known relationships with partners and groups of partners and many others that were more informal. They fell into four distinct categories of individual organizations or groups of organizations:

1. **Individual Partners.** Organizations or companies who concluded a formal Memorandum of Understanding or similar type of agreement with SEforALL, or who collaborated more informally within the broader sustainable energy space.
2. **Regional Hubs.** Covering Africa, Asia, Latin America and the Caribbean, regional hubs have been hosted by the respective Multilateral Development Banks with the Regional Economic Commission of the UN for the region and sometimes other UN agencies or partners. The Regional Hubs operate at the country level, bringing together core country partners to facilitate action. To date they have been particularly engaged in supporting the development of country level Action Agendas strategies and Investment Plans.
3. **Thematic Hubs.** Focused to date on Energy Efficiency, Renewable Energy, Knowledge, and Capacity Building. Thematic Hubs, typically hosted by international organizations, have worked along specific work programs, creating, leveraging and sharing knowledge, best practices and innovations in their area of focus. Thematic Hubs also coordinate partners in working on their specific theme, sometimes operating through their own partnership agreements.

Accelerators have been to date focused on areas of focus within energy efficiency: Vehicle Fuel Efficiency, Lighting Efficiency, Efficient Appliances, Building Efficiency, District Energy, and Industrial Efficiency. To date, accelerators are groupings of partners that use SEforALL's umbrella, but function independently. They are multi-stakeholder coming together specifically to "accelerate" progress on an area of work.

High Impact Opportunities (HIOs) are "categories of action" that to date include Clean Energy Mini-grids, Energy and Women's Health, Phase out of Gas Flaring, Universal Adoption of Clean Cooking Solutions, Water Energy Food Nexus, and Sustainable Bioenergy. They have been identified by SEforALL in original strategic planning as having significant potential to advance objectives. HIOs can be both common or independent projects autonomously managed by the HIO partners. HIOs are voluntary partnerships between public, private and civil society organizations.

Aligning existing partnerships. The process of aligning existing relationships will take place between November 2016 and Q2 2017. It involves:

- **Outreach.** The SEforALL team will reach out to all existing individual partners, and existing groups of partners via email, phone, and, where possible, face to face meetings, explaining the new context and inviting partners to choose the format that works best for them and agree on the delivery focus of the partnership. These conversations will include conversations on the geographies and industries that matter most to achieve the SEforALL goals, and on time-tables to work towards these goals.
- **Administrative steps.** Each partner, group of partners and accelerator will be provided with a template partnership agreement and a support document on what to expect from the SEforALL global team.
- **Global prioritisation.** Regional Hubs will be convened together, as well as Thematic Hubs and Accelerators, to share warm priorities and build synergy and support cross communication.
- **A swift process.** The process of aligning an existing partnership towards a delivery partnership or a proud partnership agreement should be easy and swift. All Partnership Agreements will be signed by the SEforALL Chief Executive Officer.
- **The ultimate goal “Same Service Everywhere”.** Ultimately, every leader who engages with an SEforALL Delivery Partner should have a constructive and action oriented experience. Our partners will be able to offer such an experience because they have clear competency and are focused on delivery. On an ongoing basis, the SEforALL global team will work with its Partners to amplify action, analysis and messages for greater impact. The global team pledges to regularly bring together Delivery Partners to exchange learning and further refine focus. SEforALL will invest time, commitment and funding in building and sustaining a tightly knit and high performing network.

Expanding the SEforALL partnership universe.

New opportunities, with a focus on Delivery Partners. Given the magnitude of the challenge, it is critical for SEforALL to further expand the scope of its Delivery Partners. The global team will constantly map and re-map the partnership universe, seeking to create space and opportunity for the new partners to get on board. It will re-visit its strategies and adjust outreach periodically.

	Delivery Partners	Proud Partners	Funding Partners
Individual Organizations	Individual partners will be offered the opportunity to configure their partnerships to match SEforALL’s focus on results and re-launch as quickly as possible as “Delivery” or “Proud”		Some Individual Organizations may be/be-come

	partners.		Funding Partners
Regional Hubs	Each regional hub will have an partnership agreement laying out the priority areas of work, how mutual support will work, how to report and how to assess progress		Some Regional Hubs also may be/be-come Funding Partners.
Thematic Hubs	Thematic hubs will each have a partnership agreement that lays out specific priority areas of joint work and how it will be delivered, as well as how to report and assess progress		Some Regional Hubs also may be/be-come Funding Partners.
Accelerators	Existing Accelerators will have partnership agreements laying out the focus of acceleration, focus of who is needed in the accelerator to achieve results, the desired results of the Accelerator, relationship to any hub and the SEforALL team, how to report and how to assess progress. New Accelerators may be catalyzed and co-created by SEforALL to address specific areas of need. Previous HIOs will be invited to regroup as Accelerators.		
High Impact Opportunities	High Impact Opportunity collaborators may become “Delivery Partners” or “Proud Partners”. The collaboration will be invited to become an Accelerator.		

Annexes

Annex 1-A: Delivery Partners

Brand badge: "Delivery Partner of SEforALL"

Description: SEforALL Delivery Partners commit to focused joint results that deliver on SEforALL goals.

Profile of a Delivery Partner:

1. Organizational form: Multilateral Finance Institutions (MFIs), companies, UN agencies international organizations, civil society organizations, academia, other organizations.
2. Track record: In sustainable energy across one or more of the SEforALL objectives. Perceived as a leader in priority heat map countries or regions, and/or one or all of the SEforALL objectives. Considered to have influence in critical sectors, communities or themes.
3. Presence: Global or local presence in priority countries and/or cities.
4. Competencies in one or all of the following: benchmarking progress, marshalling evidence, telling stories of success, amplifying the voices of the energy poor to support a just transition, and connecting stakeholders to each other and the solutions they need.
5. Commitment to:
 - a. The SEforALL goals.
 - b. The SEforALL ambition: together to go further, faster, through an action oriented delivery approach.
6. Agreement:
 - a. On a specific work program, developed broadly in line with the structure proposed in Annex 1-C, with clear quantifiable deliverables, including light touch monitoring and reporting requirements.
 - b. To report back regularly, both on the delivery experience but also on what has been learned and should be shared with other partners, in line with the SEforALL global team's reporting schedule and format.
 - c. To allocate budget, staffing and management attention and a relationship management function to the work with SEforALL, in line with the work program expected to be delivered on.
 - d. To clarify roles and expectations, together with the SEforALL global team and other partners.
 - e. To indicate Delivery Partner status on relevant communications sites, publications and other communication channels as appropriate.

SEforALL Engagement with and Support to a Delivery Partner:

1. A global authorizing environment through:

- a. SEforALL Delivery Partner logo, badge and use guidelines.
 - b. Representation rights within the strict limits of the delivery work.
 - c. Profile on the SEforALL Website.
2. Access to strategic insight on where to work will matter most: The SEforALL global team will:
- a. Provide the Delivery Partner with insights from the SEforALL “heat maps” exercise, and other knowledge, data and evidence exercises, including frequent updates.
 - b. Be available to brainstorm with the Delivery Partner where and when necessary to offer input on building focused work programs and assisting with the determination of “where focus will matter most”.
3. Access to swift learning on “what works”. The SEforALL global team will:
- a. Systematic updates for Delivery Partner on matters of interest.
 - b. Engagements to monitor and assess progress in delivery.
 - c. Becoming part of SEforALL Stories: SEforALL will integrate the partners’ results into the SEforALL leadership’s communications and senior briefings into the United Nations and other international governance fora.
4. Access to an extensive global network. The SEforALL global team will regularly offer spaces for partners to meet and hear about each other, specifically through:
- a. Specifically convened groups of Partners around challenges and opportunities.
 - b. Actively promoting events, achievements and activities through the SEforALL communications channels.
5. Access to leaders and unlocking finance. SEforALL will offer to those delivery partners supplying projects and interventions of greatest impacts high level convening opportunities through:
- a. Conversations for action and investment with the right leaders and actors to influence change.
 - b. Engagement in understanding financial flows and financial challenges and opportunities related to international governance discussions on the same and based on ongoing strategic insight in this area.

Formalizing a Delivery Partnership

1. Standard Partnership Agreement.
2. Logo and branding guidelines.
3. Where a Delivery Partner (co-)manages an Accelerator or a Hub: Partnership Agreement for these circumstances and guidance for collaboration with their partners (Accelerator Guidance Note, Hub Guidance Note).

Annex 2: Proud Partners

Brand badge: "Proud Partner of SEforALL"

Description: SEforALL Proud Partners undertake specific activities and engagements on their own that are supportive of SEforALL. Typically, there is engagement at the leadership level between SEforALL the leadership of a Proud Partner.

Profile of a Proud Partner:

1. Organizational form: Companies, countries, civil society organizations, academia, international organizations, platforms or others.
2. Track record: In sustainable energy or related fields across one or more of the SEforALL objectives. Broadly recognized role in strategic sectors, themes or geographies.
3. Presence: Global or local presence in priority countries and/or cities.
4. Competencies in one or all of the following: benchmarking progress, marshalling evidence, telling stories of success, amplifying the voices of the energy poor to support a just transition, and connecting stakeholders to each other and the solutions they need.
5. Commitment to:
 - a. The SEforALL Mission – ideally through having a similar mission, or a mission that encompasses or touches upon sustainable energy (e.g. poverty, inequality).
 - b. An ambition or institutional mandate that is broadly compatible with the SEforALL ambition - to go further, faster, through an action oriented delivery approach.
6. Agreement to:
 - a. Undertake activities and engagements that broadly support the SEforALL agenda, appropriately resourced and staffed, including a counterpart for SEforALL to interact with.
 - b. Supporting the SEforALL global team or other partners – e.g. when holding a conference or event, offering SEforALL communication space.
 - c. Share information on their activities, but with no binding obligations with SEforALL on matters such as cross-publishing, knowledge management cooperation, partner progress reports.
 - d. Keeping the relationship to be activity or time specific, with roles and links flexible and only loosely formalized.
 - e. List SEforALL on the Proud Partner's website, as appropriate.

SEforALL Engagement with and Support to a Proud Partner:

1. A global authorizing environment through:
 - a. SEforALL Delivery Partner logo, badge and use guidelines.
 - b. Listing on SEforALL Website.
 - c. Having a particular event/series of activities promoted by SEforALL through the SEforALL channels before and after.
 - d. Actively promoting events, achievements and activities through the SEforALL communications channels.

Formalizing a Proud Partnership:

1. Standard Proud Partnership Agreement?
2. Logo and branding guidelines.
3. Where a Proud Partner (co-)manages their own “network of networks”, and guidance for collaboration with these partners (Proud Partner Note).
4. Arrangement on logo guidelines and activity/time bounds.