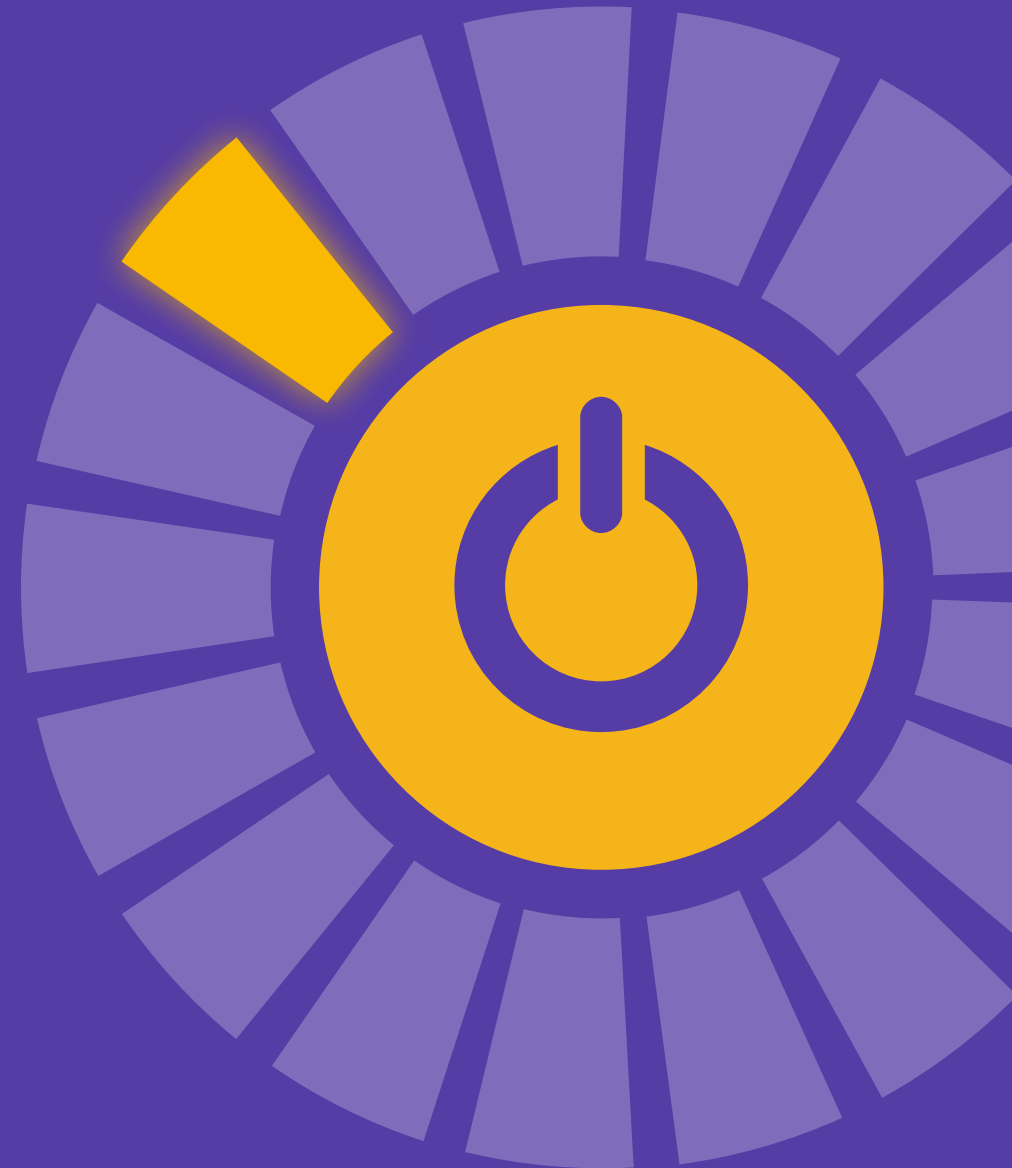


Sustainable Energy for All

10-YEAR REVIEW

TECHNICAL REPORT

SEPTEMBER 2022



STRATEGY
DEVELOPMENT
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Message from the CEO

I am pleased, on behalf of Sustainable Energy for All (SEforALL), to present the findings of this 10-Year Review, which looked back at SEforALL's achievements and influence on the sustainable energy movement from our beginnings as a UN initiative in 2011 through the end of 2021. To celebrate our 10-year anniversary, we commissioned this independent review to better understand our value proposition, learn what has worked, and identify where SEforALL can achieve even greater impact towards the achievement of Sustainable Development Goal 7 (SDG7), which calls for ensuring universal access to modern energy services, improving energy efficiency and increasing the share of renewable energy.

This review is an essential step for a young organization that wants to learn, improve and become faster, better and smarter. Together, SEforALL and the global movement working to achieve SDG7 have made significant strides in laying the groundwork for the bold action we are seeing today. We recognize, however, that there is still a long way to go. We continue to be off track for achieving SDG7 by 2030 and while we are proud to see growing momentum and more ambition, it's still not enough to get us on track for 2030.

Low-emitting, energy-poor countries must provide for the growth, development and aspirations of their populations while also achieving their climate targets. Countries in the Global South, in particular in Africa and Asia have unique challenges that must be considered and addressed if they are to get from where they are today to a clean energy future that leaves no one behind. As agents of change, our interventions must be efficient, effective and informed by data-driven insights into what works. That's why this review was so important.

Of course, we could not have undertaken this learning opportunity without the tremendous support and dedication of our partners, funders and staff who contributed their feedback through interviews and a survey, all of whom I would like to sincerely thank.

I truly believe in the value of data and evidence to inform continuous improvement, and I am committed to reflecting on the findings of this 10-Year Review in this critical moment in SEforALL's journey and in this final decade to achieve SDG7.

DAMILOLA OGUNBIYI

**CEO and Special Representative of the
UN Secretary-General for Sustainable
Energy for All and Co-Chair of UN-Energy**



Acknowledgements

This Review Report is co-authored by Hebe Hetherington, Charles Michaelis and Alison Radevsky. The Review team also acknowledges Bev Jones who provided guidance on the Appreciative Inquiry approach.

The Review team appreciates the management and guidance provided by the SEforALL Monitoring, Evaluation and Learning (MEL) team, particularly Quinn Reifmesser and Samantha Pilato. The Review team are grateful to the entire MEL team for their dedicated support in organizing interviews and workshops with SEforALL staff and ensuring the Review team was equipped with the documents and data required for the Review.



STRATEGY DEVELOPMENT SOLUTIONS DISCLAIMER

The views expressed in this report are those of the Review team. They do not represent those of SEforALL or of the individuals and organizations referred to in the report.

Abbreviations

AA	Action Agenda	IEP	Integrated Energy Planning	RAGA	Rapid Assessment and Gap Analysis
AfDB	African Development Bank	IFC	International Finance Corporation	RISE	Regulatory Indicators for Sustainable Energy
ADB	Asian Development Bank	IIASA	International Institute for Applied Systems Analysis	SDG	Sustainable Development Goal
AI	Appreciative Inquiry	IP	Investment Prospectus	SDS	Strategy Development Solutions
CEO	Chief Executive Officer	IRENA	International Renewable Energy Agency	SEforALL	Sustainable Energy for All
COP	Conference of the Parties	KPI	Key Performance Indicator	SRS	Special Representative of the Secretary-General
CPI	Climate Policy Initiative	MDB	Multilateral Development Bank	SWOT	Strengths, Weaknesses, Opportunities and Threats
CSO	Civil Society Organization	MEL	Monitoring, Evaluation and Learning	TOC	Theory of Change
DTU	Technical University of Denmark	MPTF	Multi-Partner Trust Fund	TOR	Terms of Reference
EIB	European Investment Bank	MTF	Multi-Tier Framework	UEF	Universal Energy Facility
ESMAP	Energy Sector Management Assistance Program	NDC	Nationally Determined Contribution	UIEP	Universal Integrated Energy Planning
G20	Group of Twenty	NGO	Non-governmental organization	UN	United Nations
GEAPP	Global Energy Alliance for People and Planet	OECD DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee	UNDESA	United Nations Department of Economic and Social Affairs
GTF	Global Tracking Framework	ODA	Official Development Assistance	UNDP	United Nations Development Programme
HIOs	High Impact Opportunities	PCA	People-Centered Accelerator	UNIDO	United Nations Industrial Development Organization
HLDE	High-level Dialogue on Energy	QIO	Quasi-International Organization		
IEA	International Energy Agency				

1 Executive Summary

Since Sustainable Energy for All (SEforALL) was established in 2011, the organization has moved through three phases, building on its unique position in the sustainable energy sector and developing its strengths to make an important contribution to progress towards the establishment and achievement of Sustainable Development Goal 7 (SDG7), ensuring universal access to modern energy services, improving energy efficiency and increasing the share of renewable energy. SEforALL plays a key role in the delivery of SDG7 and there is wide consensus among stakeholders in the sector that it has made a significant contribution to the progress that has been achieved so far.

This Review was commissioned as part of an ongoing process to speed the progress of SDG7. It presents SEforALL's value proposition, its past and present contributions to the sustainable energy sector and its vision for the future. It provides a storyline with milestones and highlights the organization's major contributions to the sector over the last 10 years.

The objectives of the Review are to:

- Provide an external, independent summary of SEforALL's track record, journey and achievements with the global community.
- Provide information required by donors to support SEforALL's evidence-based approach to inform decisions.
- Provide learning to enable SEforALL to course correct, ensuring it is building on past achievements and responding to current needs.

The Review takes an Appreciative Inquiry (AI) approach. Data were collected via document reviews, surveys and interviews that were then triangulated through process tracing. The approach focused on establishing a timeline of successes and major contributions to the sector over the last 10 years, identifying where SEforALL has had the most impact and creating a lens for future priorities. The Review addresses the following critical questions:

Where does SEforALL fit into the sustainable energy sector?

SEforALL's strengths enable the organization to fulfil its unique position as a global champion of SDG7. These strengths are centred in SEforAll's **convening power** that comes from the CEO's dual role as the Special Representative of the United Nations (UN) Secretary-General (SRSG) for Sustainable Energy for All combined with independence from traditional vested interests.

What are SEforALL's key strengths?

SEforALL's **strong relationship with the UN** combined with its **independence** underpin the **trust** that others have in the organization and its **credibility**. Trust and credibility along with **responsiveness, creativity and innovation** enable SEforALL to **persuade**, motivate and support a diverse range of stakeholders to work towards SDG7. The **passion** of the organization to deliver on its **mission** gives its work an energy and immediacy that engages others, supporting its quality of persuasion and helping to continue to build

trust amongst a diverse range of stakeholders. The strengths are interrelated and interdependent.

What is SEforALL's value proposition?

SEforALL's unique strengths enable the organization to work with partners to deliver value in three ways. SEforALL:

- **Provides a platform for diverse voices** leveraging trust in the organization, its relationship with the UN, creativity and independence.
- **Works with partners** to provide reliable, timely and actionable data and evidence. This relies on trust, independence, creativity and being mission driven.
- **Influences the global agenda** through diplomacy and evidence. This draws on the organization's persuasiveness, passion, credibility and responsiveness together with its relationship with the UN.

What have SEforALL's major contributions to the sustainable energy sector been in each of its three phases?

Since 2011 and during the three phases of its work to date SEforALL has supported the international community to make progress towards the SDG7 targets.

In its first phase, between 2012 and 2015, SEforALL facilitated the establishment of a **broad and strong community of interest** committed to more ambition in delivering SDG7. The community included

governments, intergovernmental bodies, NGOs, philanthropists, donors, the private sector and civil society organizations (CSOs). SEforALL and others have nurtured, encouraged and supported this community over the past 10 years and seen it grow and become more active.

This growth was achieved through events like Rio+20 and the first SEforALL Forum alongside painstaking diplomacy by the UN Secretary-General and the CEO and staff of SEforALL. The community of interest was a key factor in the adoption by the international community of **SDG7 with ambitious targets** for energy access, renewable energy, and energy efficiency. During this phase financial commitments of USD 80 billion for sustainable energy were achieved. SEforALL reported that at least USD 70 billion was spent.

In its second phase, between 2015 and 2020, SEforALL intentionally became an **independent organization**. Being seen as independent and more agile than a UN agency helped SEforALL to build trust with stakeholders and enabled it to continue to nurture and build partnerships within a diverse community of interest. During this phase SEforALL worked with the community to build an **independent evidence base for SDG7**. The evidence base supported SEforALL's successful advocacy for energy access to be considered a **development issue**. This Review has identified examples where SEforALL's advocacy and evidence contributed to changes in policy and to the mobilization of finance for sustainable energy.

SEforALL entered its third phase in 2020. Since then, SEforALL and the community of interest have helped to **prioritize achieving universal access to energy by 2030 as being central to a just and equitable energy**

transition and achieving net zero by 2050. SEforALL's convening power supported wide inclusion at the 26th Conference of the Parties (COP26) where it hosted the SDG7 Pavilion. SEforALL was pivotal in the UN High-level Dialogue on Energy (HLDE) and proposed and championed ambitious **Energy Compacts** that have **mobilized unprecedented levels of finance**. SEforALL's processes and fora have led to **461 high-level commitments** to implement actions made towards SDG7.

What outcomes have been achieved?

Through its activities, SEforALL has supported over 90 countries in the past 10 years to varying degrees. In its third phase SEforALL is continuing this by working with countries to provide active implementation support; in 2021 it worked with 27 countries, 23 of which were official development assistance (ODA) recipients. SEforALL now offers customized country-specific support in partnership with others and is establishing a presence in Africa, the world's largest energy access deficit region, starting with Nigeria, Rwanda and Sierra Leone. The customized support has helped to **secure increased commitments to meeting SDG7 targets**, including Nigeria's commitment to net-zero CO₂ emissions by 2060 announced at COP26.

How can SEforALL sustain/maximize its influence in the sector, continue to add value and have an even greater impact in the remainder of the decade for action?

There was a widespread view among external stakeholders that SEforALL should continue to **focus on its unique strengths** to encourage and support the implementation of sustainable energy. They thought

that SEforALL should be cautious about delivering implementation operationally through programmes on the ground in partner countries for which they may need to develop additional skills and resources to carry out such programmes effectively.

There is a clear commitment to **mainstreaming gender equality** within SEforALL's work and it has the skills to do so. However, this work is at an early stage and programmes may need more resources and support to enable SEforALL to mainstream gender across all its work.

SEforALL's **increased presence in Africa** and possible presence in South Asia were welcomed by external stakeholders who felt that this showed SEforALL's commitment to the Global South and would improve the quality of its understanding of the challenges that developing countries face.

Efforts to catalyze Energy Compacts, co-led by SEforALL together with members of UN-Energy, have seen commitments on an unprecedented scale. These commitments are an important step forward on finance needed to achieve SDG7 but significant gaps still remain and work could be done to assess these. Both internal and external stakeholders would like to see SEforALL lead a concerted effort by the global community to develop an effective strategy for **mobilizing finance** for energy access.

Internal funding for the organization has increased year on year and progress has been made, but internal and external stakeholders noted that SEforALL needs an expanded and even more **stable funding base** to be able to best use its strengths and deliver its value proposition.

CONCLUSIONS

1. SEforALL is recognized as **unique in its role and is widely trusted** by energy sector stakeholders. The organization is focused on the achievement of the targets set out in SDG7, and both its convening power and the community of interest it has are key assets in the delivery of SDG7.
2. As a widely trusted, credible organization that is perceived as independent, SEforALL's activities are **highly compatible** with other interventions in the sustainable energy sector. SEforALL works in an exemplary way with partners and its advocacy, convening and evidence support action by others across the sector. The crucial issues of energy access and a just and equitable transition would not be addressed with the same authority and focus if SEforALL had not made them a priority.
3. A key challenge in achieving the SDG7 targets will be securing the **delivery of the Energy Compacts and mobilizing the associated financial commitments**. SEforALL has the potential to play a central role in this.
4. The work with individual governments to secure commitments and develop policies for sustainable energy that has been introduced as part of SEforALL 3.0 is a positive development that has been well received. The approach so far appears to be opportunistic and there would be benefits in **clarifying SEforALL's purpose and how it intends to add value through the country focus**.
5. **SEforALL is working towards five cross-organizational outcomes:**
 - There is evidence that good progress has been made on *Global commitments to implement actions to meet SDG7* and *Significant and appropriate finance for SDG7 flowing globally* but more work needs to be done to translate commitments into action.
 - SEforALL has laid the foundations for *Enabling policy and regulatory standards implemented for sustainable energy sector*. However, policy and standards have not yet been implemented to the necessary scale.
 - The other two outcomes: *Significant increase in energy connections and energy transitions to meet SDG7* and *Inclusive and gender sensitive action mainstreamed* are behind schedule, with the pandemic contributing to delays..
6. Many of SEforALL's achievements have continued to grow through the **work of partners** since its initial involvement. SEforALL's key strengths support the sustainability of these achievements by maintaining global attention and focus on SDG7.

KEY IDEAS FOR CONSIDERATION

SEforALL can now consider whether it would be helpful to:

1. **Develop a clear strategy as part of the 2024–27 Business Plan** to sustain and build on its key strengths and to maintain and leverage its unique value proposition. Extend the 2024–27 Business Plan to cover the remainder of the decade of action to 2030.
2. **Convene and facilitate a process** to explore whether the Energy Compacts have the potential to meet the SDG7 targets and identify actions that need to be taken to address any shortfall, mitigate risks and secure action to meet those commitments. The recently launched Energy Compacts Action Network may be a suitable vehicle for this.
3. Conduct research to explore whether, how and in what circumstances **financial commitments translate into actual spending**. A better understanding of this issue would support the mobilization of the USD 600 billion committed through the Energy Compacts.
4. **Deploy implementation models** that enhance and build on the core strengths of the organization while complementing the activities of others in the field. The implementation approach should be more clearly communicated to stakeholders.
5. Refine the cross-organizational key performance indicators (KPIs) to better capture **positive outcomes for women**. Expand the scope of KPI 3 (customized country-level plans) to include **subnational or regional plans and broader energy transition strategies** for which it can evidence outcomes in the past 10 years.

2 Background

Sustainable Energy for All (SEforALL) works to implement action at scale and speed towards achieving Sustainable Development Goal 7 (SDG7), ensuring universal access to modern energy services, improving energy efficiency and increasing the share of renewable energy, and meeting the goals of the Paris Agreement. SEforALL was launched by the then UN Secretary-General Ban Ki-moon in 2011. It became an independent organization in 2016, maintaining a close relationship with the UN system, and working in partnership with governments, donors, multilateral/ international organizations, academic institutions, financial institutions, civil society organizations (CSOs), philanthropic organizations and the private sector to drive action towards SDG7.

SEforALL's history has been categorized internally into three phases, each designated by its CEO during that phase. The first phase, referred to as SEforALL 1.0, is its early years as a UN initiative with Kandeh Yumkella as CEO, from its launch in 2011 to 2015. The second phase, referred to as SEforALL 2.0, is the years from 2015 to 2020 when it became an independent organization, with Rachel Kyte as CEO. The third phase, referred to as SEforALL 3.0, began in 2020 with the appointment of Damilola Ogunbiyi as CEO.

With progress continuing to be off track to meet SDG7 by 2030, SEforALL 3.0 has responded by shifting its focus to high-level global advocacy and country-specific implementation. It is a critical time for SEforALL to understand the value of its actions past and present so that the organization can move towards 2030 effectively, building on past achievements and its core strengths.

SEforALL's key interventions over its three phases include interventions in the following areas:¹

- **High-level sustainable energy diplomacy** including the role of the Special Representative of the Secretary-General (SRSG). This also includes key partnerships with the UN, World Bank and other programmes. SEforALL worked with the UN to lead the High-level Dialogue on Energy (HLDE) that resulted in the Energy Compacts and SEforALL's CEO is co-chair of the Energy Transition Council established at COP26.
- **Coalitions, collaborations and platforms** including accelerators and hubs that were developed during SEforALL 2.0. High Impact Opportunities (HIOs) and the Global Tracking Framework (GTF) were developed and implemented in collaboration with a global network of partners in the early years. In 2017 the People-Centered Accelerator (PCA) was launched.
- **Global thought leadership** that includes SEforALL's focus on Powering Healthcare and Integrated Energy Planning, and publications including *Energizing Finance* and *Chilling Prospects*.
- **Compelling communications** raising global awareness on SDG7 and the sustainable development agenda. These communications have been particularly prominent around events that SEforALL has held and supported, including five Forums and other meetings such as the Charettes meetings in Amsterdam and the Powering Healthcare Stakeholder Consultation.
- **Direct support to specific countries**, which started in SEforALL 2.0 with Action Agendas (AAs) and Investment Prospectuses (IPs) and has been strengthened in SEforALL 3.0 through the Integrated Energy Planning (IEP) programme.

At the time of the Review SEforALL was organized around 12 programmes: Sustainable Cooling for All; Clean Cooking; Energy Efficiency for Sustainable Development; Energy Finance; International Relations and Special Projects; Investment Grade Policy and Regulatory Frameworks; Powering Healthcare; Results-Based Financing; SEforALL Campaigns and Events; UN-Energy; Universal Integrated Energy Plans; and Women and Youth at the Forefront. A list

of key activities and interventions over the 10 years can be found in Section 6.3.8.

SEforALL celebrates its 10-year anniversary this year. This is a strategic moment to gain a deeper understanding of the organization's value proposition, past and present contributions to the sector and vision for the future as part of a continuous process to accelerate progress towards SDG7.

¹ These areas are taken from SEforALL 2.0 and have been expanded to include SEforALL 3.0. More information on the history of SEforALL can be found at <https://www.seforall.org/who-we-are/history>.

3 Purpose and Scope of the Review

Sustainable Energy for All (SEforALL) commissioned Strategy Development Solutions (SDS) to produce an independent Review and summary of its track record over the three phases since its establishment in 2011. The Review aims to provide information required by donors and contribute to learning to enable SEforALL to stay on track and when needed, make course corrections, to ensure the organization is agile and able to build on past achievements.

The Review sets out a storyline with milestones and major contributions to the sector over the last 10 years.² The evidence generated is used to assess SEforALL's impact journey and key achievements. Milestones include events, changes, successes, achievements, and major contributions to the energy sector and SDG7. The findings provide information to help the organization gain a deeper understanding of its value proposition and determine what it should continue to invest in to further strengthen this value proposition when looking forward to meeting the 2030 goals.

The objectives of the Review are to:

- Provide an external, independent summary of SEforALL's track record, journey and achievements with the global community.
- Provide information required by donors to support SEforALL's evidence-based approach to inform decisions.
- Provide learning to enable SEforALL to course correct, ensuring it is building on past achievements and responding to current needs.

REVIEW QUESTIONS

The Review team worked with SEforALL's Monitoring, Evaluation and Learning (MEL) team to refine and reframe questions from the Terms of Reference (TOR) at the Inception stage. The agreed final questions are listed in the table below, together with four Review criteria:³

- **Relevance** – the extent to which the intervention's objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.
- **Coherence** – the compatibility of the intervention with other interventions in a country, sector or institution.
- **Effectiveness** – the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
- **Sustainability** – the extent to which the net benefits of the intervention continue or are likely to continue.

² This Review is called the 10-year Review but covers a slightly longer period from 2011 to April 2022 when data collection was completed.

³ These are based on the OECD DAC criteria. Questions relating to "Efficiency" in the OECD DAC criteria have not been included in this report as they are beyond the scope of this review. Feedback received during the interviews relevant to efficiency has been shared with the management team separately.

Table 1: Review questions

QUESTIONS	
<p>1. Where does SEforALL fit into the sustainable energy sector? What has SEforALL's role been in the sector? What were the major milestones in its development? (Coherence and Relevance)</p> <ul style="list-style-type: none"> • What makes SEforALL distinct from other organizations in the sustainable energy sector? What are SEforALL's key strengths? How do these strengths complement those of others in the sector? • How do SEforALL's stakeholders view its role in the sector? Is this aligned with how SEforALL sees its role, internally? To what extent is SEforALL seen as a neutral and trusted convenor by others in the sustainable energy sector? • What is SEforALL's value proposition and how has that evolved throughout its three phases? <p>2. What have SEforALL's major contributions to the sustainable energy sector been in each of its three phases? What outcomes were achieved and for whom? (Effectiveness)</p> <ul style="list-style-type: none"> • To what extent has SEforALL helped frame high-level sustainable energy commitments? (i.e., Nationally Determined Contributions (NDCs), Energy Compacts, finance commitments)? What has come of these commitments? Which institutions and populations have benefitted? • Which initiatives have spun out of SEforALL? What is the current status and achievements of those initiatives? Which institutions and populations have benefitted? • To what extent and how has SEforALL helped to steer the sector towards advancing progress on SDG7? To what extent does SEforALL enable speed, scale and efficiency (upstream and downstream) towards SDG7? • What unexpected effects have resulted from SEforALL's interventions? Which institutions and populations have been affected? 	<p>3. How did SEforALL's key interventions contribute to those outcomes and how can they be leveraged in the future? (Effectiveness) Consider the following five types of intervention:</p> <ul style="list-style-type: none"> • SEforALL's high-level sustainable energy diplomacy (including the Special Representative of the Secretary-General (SRSG) role); key partnerships (i.e., with the World Bank, UN and other programmes). • SEforALL's coalitions, collaborators, platforms (accelerators and hubs) developed during SEforALL 2.0. • SEforALL's global thought leadership (Energizing Finance, Chilling Prospects, Integrated Energy Planning, Powering Healthcare). • SEforALL's compelling communications (raising global awareness on SDG7 and the sustainable development agenda). • SEforALL's direct support to specific countries. <p>4. How can SEforALL sustain/maximize its influence in the sector, continue to add value and have an even greater impact in the remainder of the decade for action? (Effectiveness, Sustainability and Relevance)</p> <ul style="list-style-type: none"> • How can SEforALL best direct its limited resources? • How well do SEforALL's existing partnerships serve it? • What are the gaps in the support/information SEforALL currently provides that it is well positioned to provide in the future? • What should SEforALL do more of, less of, stop or start doing over the next 10 years?

4 Approach

1. Appreciative Inquiry

Appreciative Inquiry (AI) was used as the overarching approach for this Review.⁴ AI focuses on identifying an organization's core strengths and how those strengths have delivered their achievements. Opportunities to build on the core strengths and achieve more are identified, the rationale being that problems cannot be 'solved' but are outgrown through a process of understanding strengths and focusing on possibilities rather than problems. This approach was specified by Sustainable Energy for All (SEforALL) because symmetrical tools often used in review processes (such as Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis) can result in artificial balances between the strengths and weaknesses of an organization and its staff, and between the external opportunities and threats facing them and their mission. Reinforced by rigid linear planning processes and conventional monitoring and evaluation approaches, the tendency of organizations is to:

- claim big results, but rarely spend time digging deep into what the organization and its wider network have actually achieved and how – and in what ways this experience can provide a firm foundation for (even) greater achievements

- devote more time to identifying and dwelling on what they have failed to achieve, and the problems and obstacles they have encountered; they focus on their weak points to try to correct themselves.

AI offers an alternative approach that gently disrupts these tendencies by using counter-intuitive question types and sequences to encourage us to shift our emphasis from focusing on problems (that often sap our motivation for change, especially when the same problems seem to resurface) to focusing on our core strengths and our motivating dreams for the future. An example of this is how AI shifts the focus from 'what problems are you having?' to 'what's working well around here, and how we can do more of it?'. AI has a track record of being a highly effective technique for capturing the positive features of an organization or social system and energizing its members to strive for higher levels of performance.⁵

It is important to note that AI is not about wishful thinking, false positivity or avoiding problems or weaknesses. Rather, it is about helping organizations and networks really understand their own past and present, and to own the assets⁶ that they have accumulated as a community

⁴ There are many different sources of information on AI. The Appreciative Inquiry Commons is one of the most comprehensive: <https://appreciativeinquiry.champlain.edu/>. The INTRAC MEL Universe also provides a concise overview of how the method can be used as part of monitoring, evaluation and learning: <https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Appreciative-Inquiry.pdf>

⁵ Acosta & Douthwaite, 2005, Appreciative Enquiry: An approach for learning and change.

⁶ Assets may include experience, networks, relationships, big wins, slow burns, people, reputation etc. It is important to be as specific as possible about these assets.

before attempting to navigate a realistic way towards their future dream. The use of AI has often resulted in much greater openness on the part of staff and stakeholders about the internal and external challenges they face and what needs to change than might be the case under a more conventional evaluation approach.

The central structure of AI can be presented as a Five-I sequence: Initiate, Inquire, Imagine, Innovate and Implement. This Review implemented the first three steps:

1. **Initiate** represents the work undertaken at inception stage, including developing the approach, defining the questions, identifying the evidence available and designing data collection, analysis and synthesis approaches. This is outlined in more detail in Section 5.
2. **Inquire** comprises identifying *'the best of what is'*. For this Review, it involved conducting internal and external interviews, a document review and a survey. AI uses highly participative approaches and the Review team aimed to involve all staff members through interviews and workshops. The Review team interviewed key external stakeholders and conducted an online survey amongst others. The Inquire stage provided most of the evidence needed to address the Review questions. This included developing the list of assets that make up SEforALL and mapping its key milestones on the storyline. More detail on the findings from this stage is provided in Section 6 and Section 7.
3. **Imagine** involves thinking about what might be and developing propositions for the trajectory to 2030, grounded in the learning from the Inquire stage. These propositions built on interview and

survey evidence and were tested and validated by the SEforALL leadership team and staff at an online workshop at the end of the Inquire stage. It was initially proposed that an **Imagine** workshop would be held at the SEforALL Forum in Kigali in May 2022. However, there was no room on the agenda.

The initial results of the Review were presented at the SEforALL Forum in Kigali, Rwanda in May 2022.

The results of this phase inform our ideas for consideration for actions that SEforALL can take in support of achieving the 2030 goals. The two final elements of the AI approach will be led by SEforALL and will take place after the completion of the Review:

4. **Innovate** will comprise strategizing how to implement the results and ideas for consideration of the Review, taking the process forward. It must pay specific attention to how innovation can be created by building upon the Review. The Review team proposes for consideration a senior owner within SEforALL responsible for leading the process. It may also be useful to have an AI expert facilitator in this stage.
5. **Implement** will comprise putting into action what was decided in the **Innovate** stage.

In early 2023, SEforALL will commence the process of drafting its 2024–2027 Business Plan, representing an opportunity to embed the cyclical AI process used in this Review in its processes and procedures so that the organization can continue to understand its evolving strengths and use these strengths to approach challenges.

2. Process Tracing

The Review supplemented the AI approach with process tracing to establish the strength of evidence for SEforALL's contribution to the observed outcomes. Process tracing provides a rigorous method for testing whether the observed evidence supports and validates the storyline achievements. The aim was to secure confidence among donors and other external stakeholders that the assessment is transparent, fair and impartial. Process tracing was implemented alongside AI and used the same interview and documentary evidence.

The process tracing analysis was two-fold. Firstly, internal interviews and documentary evidence were used to identify the proposed storyline, which was then tested with external interviewees. The Review team first categorized the support for the statement of how SEforALL contributed, and then looked at the authority and independence of the data, and the number of different types of respondents and perspective that supported the statement. Process tracing was then categorized as:

- **Strong support** for the contribution of SEforALL where there were multiple instances of strong evidence for its contribution and no evidence that it did not contribute.
- **Some support** where there were multiple indications that SEforALL may have made a contribution and no evidence that it did not contribute.
- **No evidence of support** where there was no clear evidence for SEforALL's contribution but no evidence that it did not contribute.

- **No support** where there was evidence that SEforALL did not contribute.

PROCESS TRACING TESTS USED WERE:

Hoop tests: when a hoop test is failed it casts doubt on whether SEforALL made a contribution to the outcome. However, passing a hoop test does not provide evidence for contribution. Hoop tests included:

- The thing being tested having taken place.
- SEforALL's involvement or intervention having happened before the milestone took place.

Smoking gun tests that provide strong evidence that SEforALL contributed to the milestone in the way claimed, for example:

- SEforALL provided **evidence**, which was then **used** in an investment decision, as told by the person/ organization who made that decision.
- SEforALL facilitated conversations that were not already happening.

Straw in the wind tests that provide relatively weak evidence and are not sufficient alone to validate or disconfirm a theory. Multiple straw in the wind tests that point to the same conclusion from different categories of stakeholders provide stronger evidence. Straw in the wind tests include:

- SEforALL provided **evidence**, which was then **used** in an investment decision, as told by someone else (not the decision-maker).
- Evidence from SEforALL staff members.

Doubly decisive tests would provide strong evidence and eliminate alternative explanations. As alternative explanations were not explored, doubly decisive tests were highly unlikely to be found in this case and none were identified.

The strength of evidence was categorized as 'convincing', 'plausible' or 'tentative'. Convincing evidence had strong support from several authoritative, independent sources from a variety of interview respondents and was supported by documentary evidence. Plausible evidence came from several sources, but the results could not be fully triangulated i.e., evidence was required from a further documentary or interview source to be considered 'convincing'. 'Tentative' evidence would have been from a smaller number of sources that were not triangulated, or if there were contradicting evidence. No cases of 'tentative' evidence were found. The following colour coding applies:

Convincing evidence can be found in green boxes throughout the report

Plausible evidence can be found in orange boxes throughout the report

5 Methods

The Review took place between February and July 2022, with fieldwork being conducted during March and April. The Review comprised a document review, interviews with the Sustainable Energy for All (SEforALL) leadership team and programme leads, workshops with SEforALL staff and the leadership team, external stakeholder interviews and an online survey. The data sources for the Review are summarized in the following table.

Table 2: Data Sources

Data source	Comments
Document review of 122 documents	Internal, supplied by SEforALL
Interviews with SEforALL staff and leaders	23 SEforALL staff interviewed in 21 interviews
Staff workshops	18 staff each attended one of three workshops
Workshop with leadership team	One workshop with the leadership team was held to validate findings
External stakeholder interviews	34 external stakeholder interviews were held
Online survey	40 responses representing a 38 percent response rate

1. Document review

SEforALL provided a comprehensive list of internal monitoring and other documents for review and allowed access to a Microsoft Sharepoint folder that included the vision statement, progress reports and annual reports, business plans and action frameworks, strategic presentations and previous evaluations. The contents of documents were analyzed using the Review questions, searching for evidence of outcomes. Evidence was then mapped onto the SEforALL cross-organizational key performance indicators (KPIs). An in-depth review of key documents was later conducted specifically relating to KPIs (see Section 5.8).

2. Leadership team interviews

Twenty-one interviews with the SEforALL leadership team and programme leads were carried out, using an Appreciative Inquiry (AI) interview guide that the Strategy Development Solutions (SDS) Review team developed and agreed upon with the SEforALL Monitoring, Evaluation and Learning (MEL) team (see Section 10.1). The guide was reviewed and minor adaptations were made after the first few interviews. Respondents were keen to participate and interviews were secured with everyone in this group. Interviews were conducted virtually and lasted up to an hour. Interviewees were assured that their comments would be anonymized in the report and their input would not be attributable directly to them. Some interviewees recommended external stakeholders for interview.

3. Interviews with former CEOs and other former staff members

The two former SEforALL CEOs and some key former staff members were interviewed. Some key former staff were unavailable for interview; this is referred to as a limitation in Section 5.10.

4. Workshops with staff

All current staff were invited to participate in one of three online two-hour workshops scheduled over the course of two weeks. Overall, 18 members of staff attended. Participants were assured that their contributions would be anonymized and unattributable.

5. External stakeholder interviews

A total of 34 external interviews were conducted with external stakeholders including the private sector, Multilateral Development Banks (MDBs), UN Member States, UN agencies, governments and CSOs to confirm and validate claims made by SEforALL staff and to obtain further information about outcomes identified in the document review. SEforALL's contributions to outcomes were probed in interviews with relevant stakeholders.

The interview sample was agreed with SEforALL staff who provided and made introductions to a list of external stakeholders from organizations working in the sector, funders, partners and national governments. The interview guide can be found in Section 10.1.2 in the appendices.

External stakeholders were advised that information about specific achievements would be passed onto the SEforALL MEL team for tracking purposes but that everything else was confidential.

6. Online survey

To gain feedback from broader SEforALL stakeholders who are less closely linked with the organization, an online survey was used. SEforALL sent out invitations to contacts on its database and subsequent reminders to participate. The survey was slightly simplified and shortened after several days, when it became clear that some respondents were failing to complete the full survey. A total of 40 responses were received, representing a 38 percent response rate. The survey questionnaire is shown in Section 10.3 in the appendices.

7. Leadership team workshop

On completion of data collection, the leadership team and programme leads were invited to participate in a two-hour online workshop to test and validate the initial findings. These initial findings were presented in a slide deck and comments and feedback were invited that were subsequently used in the analysis and then incorporated in this report.

8. Key Performance Indicators

Identifying KPI data was part of the document review (see Section 5.1). After the document review, an in-depth review of SEforALL annual reports, reviews and Multi-Partner Trust Fund (MPTF) documentation from the past 10 years was conducted. Any information relating to outcomes was added into the KPI spreadsheet (see Section 10.9). KPI evidence was looked for in interviews but very little was found. For the KPI chapter see Section 6.3.

9. Analysis

The data collected for the Review were collated, coded and analyzed in Microsoft Excel in line with a coding structure based on the Review questions. Interviews, documents and workshops were analyzed and sections relevant to each research question extracted into Excel. Data relevant to each 'code' were then collated and summarized into key messages.

Data were triangulated to cover gaps in evidence and to assess the strength of findings.

The strength of evidence was assessed as:

Convincing

where evidence had come from multiple authoritative sources with different perspectives (e.g., multiple internal AND external sources with direct experience of the topic).

Plausible

where evidence had come from a limited number of sources with different perspectives (e.g., multiple internal sources AND one external source) or where evidence came from multiple sources that were less authoritative.

A sample analysis table can be found in Section 10.7.

10. Limitations

This Review was subject to several limitations that should be borne in mind when using the results.

1. This was a Review and not an evaluation and was less in depth and comprehensive as a result. The main effects of this on the methodology were:
 - An AI approach was used that focuses on strengths, assets and achievements.
 - The primary research was limited to staff and external stakeholders recommended by SEforALL staff.
 - A form of process tracing was used that determined strength of evidence for SEforALL's contribution to the outcomes reported in the storyline. Judgement was required in determining the milestones on which to perform process tracing analysis, and further judgement was required for the criteria for categorizing evidence. These criteria may have varied with a different research team using a different combination of approaches and therefore results may have been different.
 - The Review cannot answer the question of "To what extent" effectively e.g., "To what extent is SEforALL seen as a neutral and trusted convener by others in the sustainable energy sector?" because it did not look more widely at causes of changes and alternative explanations.
2. The Review team looked for but was unable to find information on SEforALL's overall impact on global progress towards SDG7 and the beneficiaries of its interventions. The team is confident that SEforALL's work has resulted in the impact that is described in the storyline in Section 6.2 of the report and believes that the lack of evidence does not indicate a lack of impact. It suggests SEforALL conducts an impact assessment in future to obtain this information.
3. SEforALL has recently started collecting quantitative data on its performance and impact. This provided some support for the qualitative evidence generated during this Review and the Review team did not find significant additional quantitative data during data collection for further analysis.
4. The Review team did not conduct process tracing on all the outcomes included in the cross-organizational KPIs in Section 6.3 and so is unable to assess SEforALL's contribution to those outcomes.
5. The Review team was unable to secure interviews with some key external respondents and it is possible that their account of the key strengths of SEforALL or the organization's storyline would have differed to those found in the Review.
6. The Review covered a 10-year period and respondents' recollection of events early in that period may be affected by the passage of time.

6 Findings

The findings in this section are based on evidence discovered during data collection including through document reviews, interviews and the survey. More detail can be found on the data collection and analysis process in Section 5 of the report.

1. Value Proposition: SEforALL's role in the sector

Feedback from the sector on the core elements of Sustainable Energy for All's (SEforALL's) value proposition was an important element in the design of the 10-year Review. This section addresses the first set of Review questions:

- Where does SEforALL fit into the sustainable energy sector? What has SEforALL's role been in the sector?
- What makes SEforALL distinct from other organizations in the sustainable energy sector? What are SEforALL's key strengths? How do these strengths complement those of others in the sector?
- How do SEforALL's stakeholders view its role in the sector? Is this aligned with how SEforALL sees its role internally? To what extent is SEforALL seen as a neutral and trusted convener by others in the sustainable energy sector?
- What is SEforALL's value proposition and how has that evolved throughout its three phases?

What makes SEforALL unique?

The aspect that makes SEforALL unique that was mentioned most often by both SEforALL staff and external stakeholders was the **organization's close relationship with the UN** while also being an **independent organization**. The CEO's role as a Special Representative of the Secretary-General (SRSG) grants SEforALL authority and allows access to senior decision-makers. At the same time SEforALL is independent from traditional vested interests and has the freedom to engage widely and secure funding from a range of sources.

One funder described this in the following way:

“

[SEforALL] carries all the good things that the UN offers without some of the bad things... like the bureaucracy and high staffing costs and being a bit stuck [in its ways] in New York or Copenhagen or Vienna or Geneva.

SEforALL was also recognized as having a unique position in its role as **the global champion** for SDG7. This takes two forms: SEforALL was seen as important in keeping the global focus on meeting the targets of SDG7 but it is recognized that other organizations are involved in tracking progress and in supporting renewables and energy efficiency aims. However, staff members talked about how the SDG7 targets were interdependent, for example:

“

There's nobody [else] really that does the entire SDG7 as a whole...and sees SDG7 in a holistic way [and] all of these [aims] are part of the single point.

SEforALL's **championing of access and equity** was seen as unique by staff and many external stakeholders, and while some external stakeholders saw the organization as being part of a wider landscape of advocates for access and equity they nevertheless felt that SEforALL had particular clout. For example, one funder said:

“

[SEforALL] has a really important political role to play in engaging governments on the importance of the energy access agenda.

This unique status was seen as a source of significant **convening power**; SEforALL has the access that comes with the SRSG role and the authority to speak about Sustainable Development Goal 7 (SDG7), but is not seen as representing traditional interests. Examples of this include an external interviewee describing SEforALL as a “neutral, go-to place” and another external interviewee referring to it as “that neutral arena”. Consequently, SEforALL is able to bring a diverse range of stakeholders together to work towards achieving the SDG7 targets. An interviewee from an international body explained:

“

I think [the SRSG role] gives it much more legitimacy than just any other NGO in the space and people do listen. And when something is being said by SEforALL, the convening power is larger.

The Review found **convincing evidence** that SEforALL has a unique position in the sustainable energy sector as it:

- Combines the **authority and access** brought by the CEO's SRSG role with **independence** to engage widely and secure funding from a range of sources.
- Focuses on **championing SDG7** and particularly the goals of energy access and a just and equitable energy transition.

These aspects come together to provide SEforALL with **unique convening power**.

Some internal views about what makes SEforALL unique were not confirmed by external sources and so were not assessed as ‘convincing’:

- Several SEforALL staff mentioned that they felt that SEforALL was in a unique position to be disruptive and to challenge conventional wisdom. However, external stakeholders did not see this as one of SEforALL's strengths and when the Review team explored this with them some felt that SEforALL should not be seeking to be disruptive and that role was best left to others such as Greenpeace or Extinction Rebellion.
- Many SEforALL staff also saw the organization as being uniquely nimble and flexible when compared to UN and other multinational bodies. However, although external stakeholders recognized that SEforALL is flexible and responsive they did not see this as a unique quality.

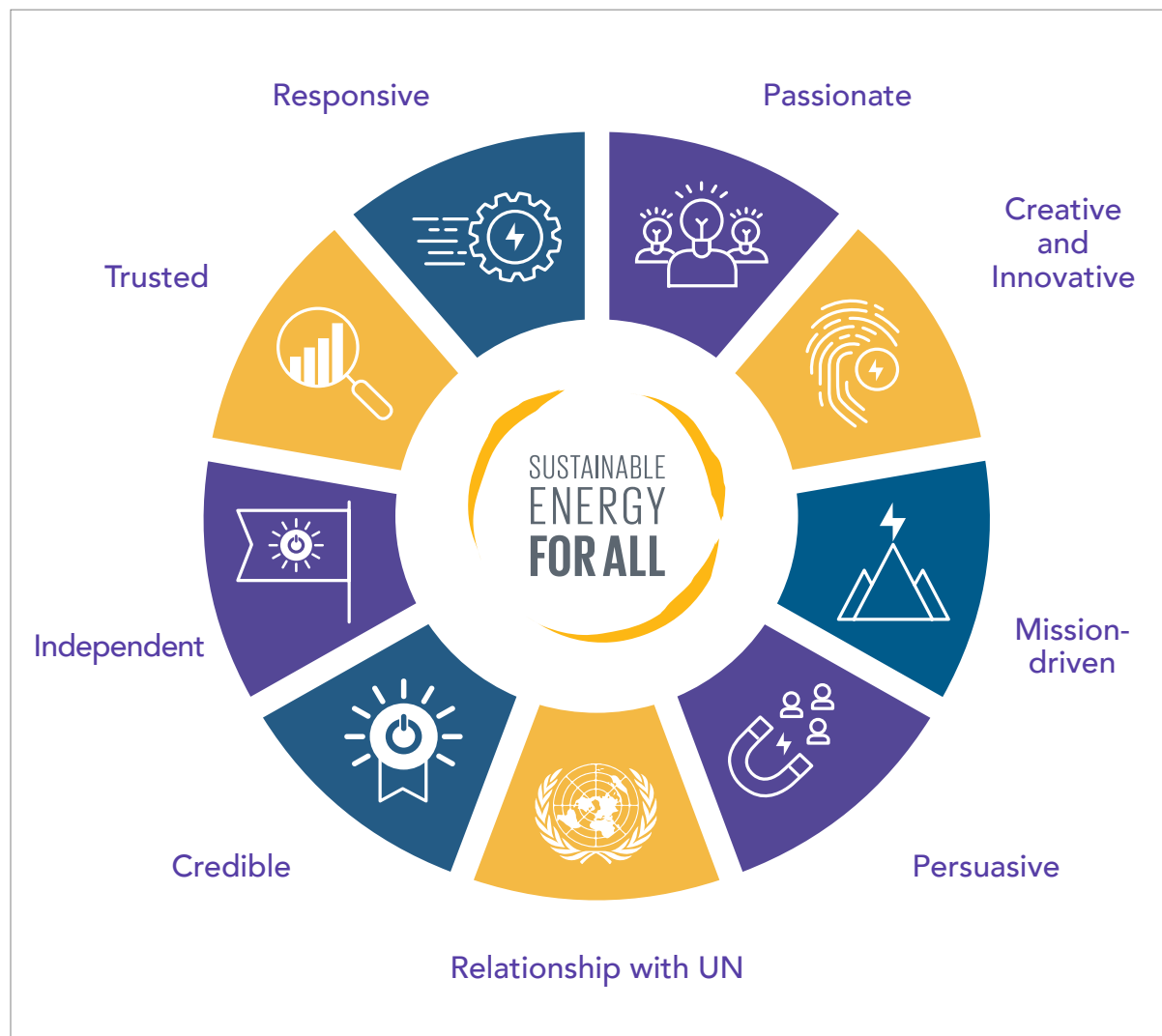
SEforALL's key strengths

The interviews with staff and external stakeholders together with the staff workshops were analyzed to identify which core assets respondents mentioned. These were grouped under nine headings for convenience. Many of them are, however, closely interrelated and interdependent, so could have appeared under multiple headings.

The views of staff and external stakeholders were similar, providing convincing evidence for the strengths described below, with most being mentioned by interviewees both inside and outside of the organization. The nine key strengths are illustrated in Figure 1.

SEforALL's **close relationship with the UN** combined with its **independence** underpin the **trust** that others have in the organization and its **credibility**. The **passion** of the organization to deliver on its mission gives its work an energy and immediacy that engage others, supporting **persuasion** and helping to continue to build trust. Trust and credibility along with **responsiveness**, **creativity** and **innovation** enable SEforALL to secure commitments to sustainable energy and the associated policy action and mobilization of finance.

Figure 1: SEforALL's core assets



RELATIONSHIP WITH THE UN

SEforALL is seen as both inside the UN system and independent of it. Although ambiguous, this inside/outside status is recognized by both external and internal stakeholders as a strength.

Most external stakeholders are aware that all three of SEforALL's CEOs have also had a role as SRSG. This is seen as a particular asset as it opens doors and facilitates connections at the highest level. The staff interviewed were aware that this role is at the discretion of the UN Secretary-General and the Review team understands that there is no guarantee that future CEOs would also be appointed as SRSG.

“

[At the Forums] He's [Antonio Guterres] always there. When we speak about things, he has it. So, it's like a big force. You know when things happen...the UN high levels come up.

“

Having that SRSG role [is unique]; if the CEO of SEforALL was just the CEO of SEforALL, having access to ministers, to high-level political decision-makers would have been very difficult.

INDEPENDENT

SEforALL is perceived by external stakeholders as being independent and neutral. Stakeholders recognize that the organization is evidence-led and not associated with or committed to particular technologies or solutions. Consequently, the advice and guidance that it provides are seen as impartial and more reliable. SEforALL is also recognized as being non-political and independent of particular governments and intergovernmental bodies. This enables it to build trust among both developed and developing countries and to engage more widely and with more diverse stakeholders than would otherwise be possible.

“

I have not done any assessment of how credible Energy Compacts are, but I'm sure just knowing that SEforALL probably is working behind it, they would have some verifiable mechanism in place to kind of track those and see the impact eventually.

“

I felt that SEforALL was both objective and neutral – it wasn't pushing one solution, but rather elevating all of the solutions that could address the problem and give all of them a place.

TRUSTED

Trust in SEforALL derives from:

- **Honesty** and **integrity** in the organization's work; it does what it says it will do and behaves according to the principles underlying SDG7.
- Being **independent** and **neutral** so its work does not favour vested interests or particular elements of the global community.
- **Expertise** and **skills** of the staff so partners know they can rely on the evidence and guidance they receive.
- The focus on **evidence-based** advocacy and solutions.

SEforALL's approach to its work also builds trust because it takes a collaborative approach; it reaches out to diverse groups to bring everyone to the table and ensure that their voices are heard and then is willing to step back when others are best placed to deliver.

“

Its analytical work has over [the past] 10 years consistently been of a really high quality and extremely influential.

“

I could always rely on [name of SEforALL staff member] for anything, she's very dependable.

“

I think that's where we think again, come back to the same point, [and see] SEforALL as a trusted entity in this whole energy space... so, I think I would say that's what probably lends credibility.

CREDIBLE

SEforALL's credibility is supported by trust and is based on a combination of three factors:

- **Structural** credibility comes from the connection with the UN, the SRSG role of the CEO and the perception that SEforALL leads on SDG7.
- SEforALL has **earned** credibility through its track record during its first decade, particularly the high-quality evidence and analysis that it has produced.
- SEforALL staff bring **personal** credibility through their knowledge, experience and skills. Many external respondents spoke about the current and past CEOs as well as individual members of the leadership team when they were explaining why they found SEforALL credible.

“

[The] SRSG can come in and say no, I do not agree with this, we all need to sit together and start this conversation from scratch. And these people should be part of that conversation. I think someone else does not have that authority to come in and to convene the crowd like this.

“

... that leadership is enormously valued and respected across the sector. And there is some real talent and capacity within the institution, I think it needs more, but it's definitely got some expertise that is valuable.

“

They have a verifiable role and I think their support increases the credibility of announcements or initiatives.

RESPONSIVE

SEforALL's credibility comes partly from its responsiveness. Interviewees described the organization as action focused and more agile and flexible than bodies like the UN and Multilateral Development Banks (MDBs). SEforALL can make quick decisions and respond to opportunities in a timely way. This enables the organization to move quickly to take advantage of developments in technologies or enabling environments. It also allows SEforALL to identify and access opportunities for funding. External stakeholders value the organization's prompt responses to enquiries and the availability of support at short notice.

SEforALL's responsiveness means that partners are happy to work with the organization. Examples of comments from external stakeholders included:

“

So, if I need information, I need support, I really get it within 24 [hours]. So, I've been very happy to work with the team itself.

“

The team itself, the people we interact with, are so great, and really knowledgeable, friendly, super passionate, and really good partners, they respond quickly. That makes them a pleasure to work with.

CREATIVE AND INNOVATIVE

SEforALL's ability to prioritize creativity, particularly in its communications, was cited as a major strength by numerous interviewees both within and outside the organization. Interviewees were also impressed by SEforALL's events that they considered particularly engaging. About 58 percent of survey respondents selected the 'ability to deliver high impact communications and publications' as one of SEforALL's top three core strengths.

“

“... with events, SEforALL is the best.

PASSIONATE

SEforALL is passionate about delivering SDG7 and keeping a focus on access to energy and a just and equitable energy transition. This passion goes right through the organization and many external stakeholders spoke about the commitment of the SEforALL staff members they worked with. As two interviewees put it:

“

... a lot of these warm relationships, which [are] based on just good personality, and people driven and passionate, and I think that's made all the difference as well.

“

Honestly, that commitment, that passion, that willingness to just be all in on this was phenomenal.

MISSION DRIVEN

Building on its passion, the mission of delivering SDG7 is at the centre of all SEforALL's work and is often described by staff as their North Star. SEforALL works to keep the global community's focus on delivering the SDG7 targets. This mission is particularly valued by external stakeholders.

“

It's an interesting model of really trying to use every possible kind of role and capability for a common purpose. I think that makes it truly, genuinely unique.

“

It goes into details to look at what the SDG goals are, and they keep tracking and also making an effort to see that the goals set up under the SDG7 are being achieved. They are really using every effort and every window that they have to ensure that the big countries can achieve the set goals.

PERSUASIVE

Trust and credibility along with responsiveness, creativity and innovation to enable SEforALL to be persuasive. SEforALL is persuasive in its publications, events and in one-to-one interactions with key stakeholders. This persuasiveness comes from the organization's in-depth communications skills, through the expertise of the staff and through their professionalism. It also draws on SEforALL's deep understanding of the challenge of meeting the SDG7 targets and the technical, political, financial and social issues involved.

“

SEforALL's ability to really rally the UN and secure cooperation is remarkable. There are no punitive measures – it all comes down to the power of persuasion.

The Review identified convincing evidence for nine key interrelated strengths that have enabled SEforALL to achieve the outcomes it has delivered over the last 10 years and that will support its future work to meet the SDG7 targets by 2030. SEforALL's **strong relationship with the UN** combined with its **independence** underpin the **trust** that others have in the organization and its **credibility**. Trust and credibility along with **responsiveness, creativity and innovation** enable SEforALL to be **persuasive**. The **passion** of the organization to **deliver on its mission** gives its work an energy and immediacy that engages others, supporting persuasion and helping to continue to build trust.

SEforALL's value proposition

SEforALL's core strengths enable the organization to work with partners to deliver value in three ways. SEforALL:

- **Provides a platform for diverse voices.**
- **Works with partners** to provide reliable, timely, actionable data and evidence.
- **Influences the global agenda** through diplomacy and evidence.

These three aspects of the value proposition have been central to all three stages of SEforALL and its achievements over the last 10 years. SEforALL's influence on the global agenda was particularly important and culminated in the adoption of SDG7.

SEforALL 2.0 accelerated the establishment of the evidence base through working with partners on initiatives including Energizing Finance and Chilling Prospects that supported progress towards meeting the SDG7 targets.

SEforALL 3.0 has increased the focus on action, an example of which can be seen in its role in raising the ambition of the Energy Compacts. SEforALL has also focused on providing a platform for diverse voices in SEforALL 3.0, for example, through securing wide engagement in the SDG7 Pavilion at COP26.

“

Its unique ability, and I think, critical role in bringing all the stakeholders together for forward looking conversations, and creating that sense of community or like ecosystem, they're able to provide glue within that ecosystem that nobody else really can and nobody has the mandate to do.

The Review found convincing evidence that SEforALL's value proposition has had a consistent core of diplomacy, evidence, partnering and inclusivity. It:

- **Provides a platform for diverse voices** with a focus on action in SEforALL 3.0 leveraging the trust in the organization, the relationship with the UN, creativity and independence.
- **Works with partners** to provide reliable, timely, actionable data and evidence. This relies on trust, independence, creativity and being mission driven. This element was strengthened in SEforALL 2.0.
- **Influences the global agenda** through diplomacy and evidence. This draws on SEforALL's persuasiveness, passion, credibility and responsiveness together with its relationship with the UN. This was a particular focus in SEforALL 1.0.

“

SEforALL can play an active role to engage the business world, identify new innovations and amplify the voice of civil society, and I would say, energize us all, now to come together and push all the actions to move forward.

Several staff mentioned that they thought implementation was part of SEforALL's value proposition. However, this was not supported by external stakeholders many of whom felt that while it was important that SEforALL kept the focus on action to meet the SDG7 targets, it did not have the resources for implementation. Others thought that implementation was best left to others with more experience. Examples of these views include:

“

I don't think SEforALL will ever implement because it doesn't have investment funds. So, it can't play in the space that others [play in]. But it can help influence.

“

There are so many other people who have done that [implementation]... Why would you do that yourself?

2. Storyline: SEforALL's major contributions to the sustainable energy sector

This section considers part of the first Review question: What were the major milestones in SEforALL's development?

It also addresses Review question 3: How did SEforALL's key interventions contribute to outcomes and how can they be leveraged in the future? Consider the following five types of intervention:

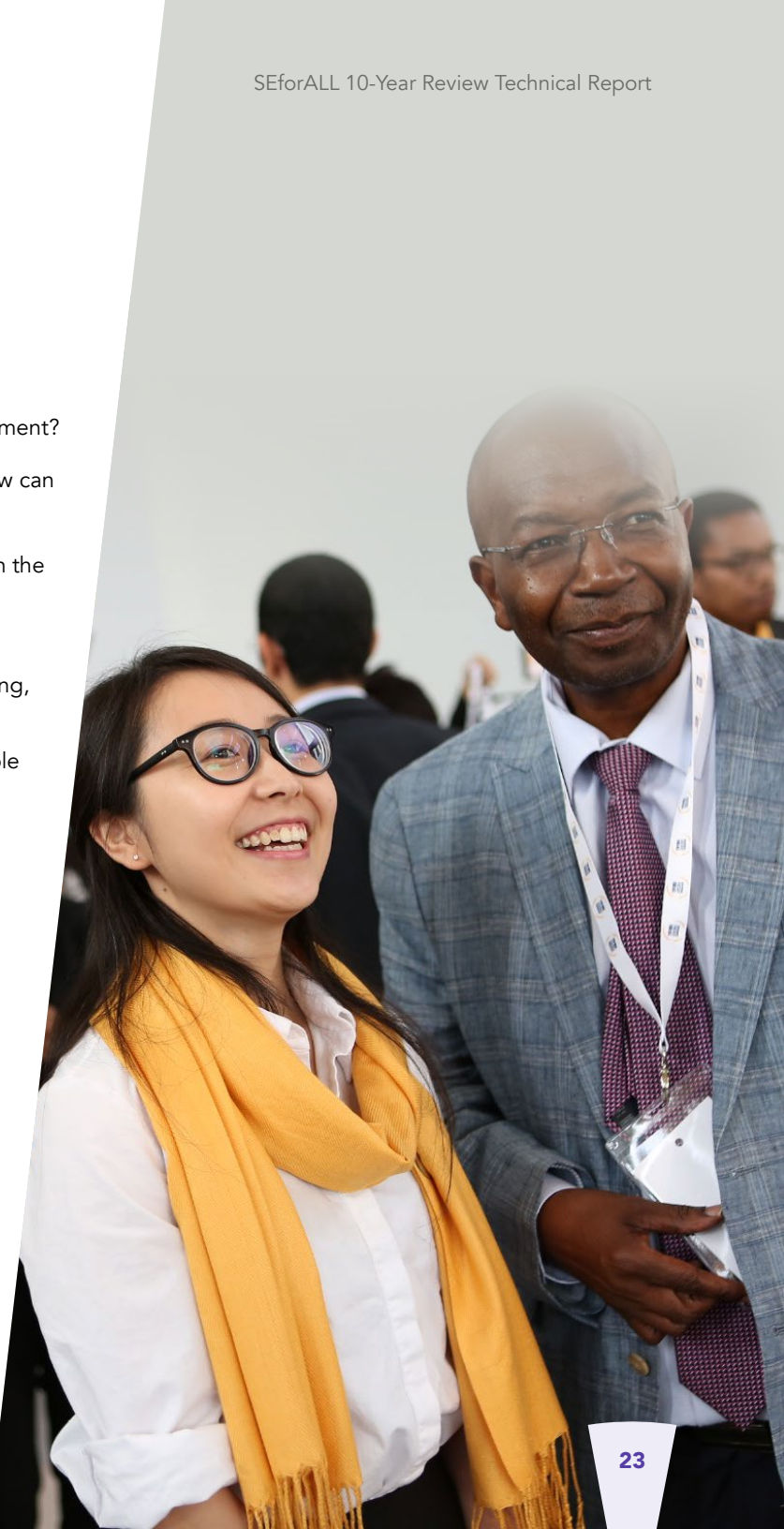
1. SEforALL's high-level sustainable energy diplomacy (including the SRSG role); key partnerships (i.e., with the World Bank, UN and other programmes).
2. SEforALL's coalitions, collaborators, platforms (accelerators and hubs) developed during SEforALL 2.0.
3. SEforALL's global thought leadership (Energizing Finance, Chilling Prospects, Integrated Energy Planning, Powering Healthcare).
4. SEforALL's compelling communications (raising global awareness on SDG7 and the sustainable development agenda).
5. SEforALL's direct support to specific countries.

Storyline

The Review identified major achievements where SEforALL has made a significant contribution. The achievements were identified through the document review and interviews with staff. These were then probed and validated in the interviews with external stakeholders who were also given an opportunity to propose further or different achievements.

In its first decade, SEforALL played a major role in encouraging and enabling a growing body of stakeholders to take action. SEforALL's own contribution relies heavily on others and is frequently evidenced in the impact it has achieved. It should be noted that all the achievements have been secured by a community of actors that has been convened, nurtured, encouraged and supported by SEforALL and none of these outcomes would have been achieved had SEforALL been acting alone.

The following sections take each of these achievements in turn and assess the strength of the evidence found during the Review.



ESTABLISHING A COMMUNITY OF INTEREST

In 2012, SEforALL 1.0 facilitated the **establishment of a community** with an interest in delivering sustainable energy. The community included governments, inter-governmental bodies, non-governmental organizations (NGOs), philanthropists, donors, the private sector and CSOs. This community building started gaining momentum at the Rio+20 summit and continued through SEforALL Forums and numerous other events.

SEforALL's contribution was in raising awareness of why SDG7 is important and bringing together diverse actors into a cohesive community. Survey respondents were asked to select three core strengths of SEforALL from a list of eight. About 58 percent of respondents selected the organization's role as a convener bringing together diverse stakeholders and 55 percent selected its relationships with a wide range of organizations.

External stakeholders' comments included:

“

...awareness on why it [SDG7] is important and how to achieve it and the benefits that come from that. They've been instrumental, I don't think anybody else would have done it or would have come this far.

“

I think they've really managed to... connect with the different communities around climate change... and build alliances to advance that progress.

Convincing evidence was found that SEforALL contributed to building this community by setting the agenda for the community through convening around SDG7 issues; facilitating conversations that were not already happening and convening diverse people, especially in the first Forums; and placing a focus on the need for action by all to achieve SDG7.

SDG7 ADOPTED WITH STRETCHING TARGETS

In 2015, the international community adopted SDG7 with stretching targets for energy access, renewable energy and energy efficiency. SEforALL's diplomacy, evidence and convening efforts resulted in more ambitious targets being adopted than would otherwise have been the case. This would not have been possible without the community of interest described above. Over 95 percent of survey respondents agreed that SEforALL's contribution was critical to the adoption of SDG7 in 2015. Convincing evidence was found for SEforALL's contribution and one external stakeholder noted:

“

The SEforALL process, that in 2012, 2013, really brought that broad coalition [together] bridging development and climate agendas was essential, in my view, to getting that broad agreement around SDG7.

SDG7 provided a focus for SEforALL's subsequent work and achievements while the community of interest partnered with SEforALL to generate evidence and help to deliver those achievements.

As intended, SEforALL played a central role in the process of adopting SDG7. Convincing evidence was found that SEforALL contributed by bringing together developed and developing countries to support SDG7 because it recognized both the development and the climate benefits; convening participants across society including multilateral bodies, governments, private sector, finance and CSOs; and securing agreement to the targets covering energy efficiency, renewable energy and energy access.

ESTABLISHING AN INDEPENDENT ORGANIZATION

In 2016, SEforALL was established as an independent organization outside of but close to the UN. This enabled it to secure funding for investment in sustainable energy and to create an independent voice for SDG7 whilst broadening its partnerships. Convincing evidence was found that this structure has made a significant contribution to SEforALL's effectiveness.

One external stakeholder commented:

“

... it has this strong connection to the outreach and influence that the UN system has. But at the same time, [it has] the freedom and flexibility to pursue the specific goals that are deemed to be the most powerful lever for the energy transition.

Convincing evidence was found that being independent while retaining the authority of the link to the UN has made a significant contribution to SEforALL's effectiveness. It has the authority that comes from the perceived link to the UN combined with the nimbleness, responsiveness and flexibility of an independent organization. Whilst this shape shifting is confusing to some, it is seen as one of SEforALL's main strengths.

SEforALL's independence increased its convening power and ability to engage diverse partners, further building the community of interest. The organization's evidence and advocacy gained credibility from it being perceived as independent and impartial.

ESTABLISHING AN EVIDENCE BASE

From 2017 SEforALL worked with the community of interest to establish an independent evidence base for SDG7 with a range of knowledge products including Energizing Finance, Chilling Prospects and Powering Healthcare. Each of these required working with partners to generate unbiased, reliable evidence to challenge accepted ideas and encourage greater focus on meeting the SDG7 targets. These products are now key sources for the sector and underpin SEforALL's own advocacy. Convincing evidence was found that the knowledge products are relevant and effective.

External stakeholders noted:

“

Its analytical work has consistently over 10 years been of a really high quality and extremely influential.

“

SEforALL picks up the costs [of research] and starts working, and then there is a sort of multiplier effect that can be achieved by partnering, bringing it to the attention of others and partnering with others.

Convincing evidence was found that SEforALL built an evidence base, often in collaboration with partners, by producing consistently high quality and relevant evidence and working effectively in partnership with others to identify evidence gaps and bring attention to filling them.

The evidence base enabled SEforALL to make a convincing case for energy access to be recognized as a development issue.

ENERGY ACCESS WIDELY RECOGNIZED AS A DEVELOPMENT ISSUE

The knowledge products supported SEforALL's effective advocacy and communications, working with partners in the sustainable energy community to raise awareness of the importance of meeting the SDG7 targets.

Over the same period energy access became widely recognized as a development issue, bringing efforts of the development and energy communities together to work for universal access to sustainable energy. Over 60 percent of respondents to the survey agreed or strongly agreed that SEforALL was critical to this change.

External stakeholder comments included:

“

I can't imagine the focus on SDG7 without SEforALL. I can almost see that we'd be having totally different discussions on the importance of achieving a just transition towards clean energy.

Convincing evidence was found that SEforALL contributed to access becoming widely recognized as a development issue by focusing on the development benefits of access to energy, highlighting the need for finance, and bringing together the data and analytics with good communication and political savviness.

With energy access more widely recognized as a development issue, support was gained from governments and financial institutions who had not previously seen energy access as a high priority. This paved the way for new commitments with raised ambition and the subsequent mobilization of finance.

SECURING INCREASED COMMITMENTS TO SDG7

Since it was established SEforALL has worked closely with high-impact countries. Drawing on the convincing evidence base and recognition of energy access as a development issue, SEforALL has been able to engage with individual countries at a high level. In 2020, it started to offer customized country-specific support and committed to establishing a presence in Africa, starting with Nigeria, Rwanda and Sierra Leone. The customized support has helped to secure increased commitments to meeting SDG7 including Nigeria's commitment announced at COP26 to net-zero CO2 emissions by 2060, which was based on the Energy Transition Plan commissioned by SEforALL.

Plausible evidence was found that SEforALL has contributed to meaningful change in individual countries, securing increased commitments to meeting SDG7 targets by bringing expertise and advocacy skills, connections with funders and local knowledge and access to decision-makers.

RAISING AMBITION THROUGH ENERGY COMPACTS

SEforALL was pivotal in the 2021 UN High-level Dialogue on Energy (HLDE) that launched the Energy Compacts. Several of SEforALL's achievements helped to pave the way for the Energy Compacts. SDG7 continued to provide a goal while the evidence base and recognition of energy access as a development issue demonstrated what needed to be done and who should do it.

SEforALL played a key role in designing and spearheading the compacts in partnership with other UN-Energy members. More than 200 compacts have now been received from Member States, UN and intergovernmental organizations, foundations and multi-stakeholder coalitions, NGOs, CSOs and youth organizations, local and regional government, the private sector and academia. These compacts have collectively resulted in investment commitments of more than USD 600 billion for sustainable energy. Just under 50 percent of survey respondents agreed or strongly agreed that SEforALL had been critical to increasing flows of finance being committed to and/or invested in sustainable energy projects and infrastructure.

Convincing evidence was found that SEforALL contributed to the number, speed and ambition of Energy Compacts by using evidence, convening power and advocacy to secure wider engagement and faster progress than would otherwise have been possible.

“

The Energy Compacts are a significant development. [SEforALL] isn't the only protagonist in that, but it's an essential one. And I think the way it has handled that is really powerful.

“

... the support that we got was really very instrumental. And this helped us in having this compact concluded during COP26. And it got prominence that we wouldn't have gotten if we didn't have the support of SEforALL.

Convincing evidence was found that SEforALL played a key role in designing and spearheading the Energy Compacts which contributed to the number, speed and ambition of Energy Compacts by using evidence, convening power and advocacy to secure wider engagement — particularly including women and youth — and faster progress than would otherwise have been possible; and providing support and guidance to raise the ambition of individual Energy Compacts and to secure their conclusion.

Plausible evidence was also found that SEforALL is bringing new stakeholders — particularly philanthropic organizations — into the conversations around SDG7 and Energy Compacts.

FACILITATING FINANCE FLOWS AT A SCALE NOT SEEN BEFORE

Particularly through the Energy Compacts, SEforALL is helping to facilitate finance flows into sustainable energy at a new scale. One example is the Global Energy Alliance for People and Planet (GEAPP) that was kickstarted through a USD 10 billion investment from The Rockefeller Foundation, IKEA Foundation and Bezos Earth Fund and aims to unlock USD 100 billion in public and private finance. SEforALL played a central role in the establishment of the GEAPP, advocating for its creation and providing evidence for funders to get involved. Convincing evidence was found for SEforALL's contribution. External stakeholders' comments included:

“

I can say it [GEAPP] would not have happened without the championing of SEforALL and Damilola.

“

I don't think we would have those different kinds of funders and philanthropies in this space, if it wasn't for SEforALL kind of really championing on different stages.

“

I think to a significant extent [SEforALL was instrumental in getting GEAPP commitments] ... it certainly gave confidence to two major philanthropies that came in. So, on a scale of one to 10, pretty high, I mean, probably an eight.

Taking the example of the GEAPP, convincing evidence was found that SEforALL played a central role in its establishment, contributing by advocating for the GEAPP with the organizations involved; providing evidence for GEAPP partners to use in making the case to their boards to take part in the alliance; and providing an implementation route for the alliance through its position as an independent organization that has both credibility and convening power.

Plausible evidence was also found that indicated SEforALL's presence in the GEAPP coalition persuaded others to join the alliance and gave other philanthropic initiatives the confidence to pledge money to it.

PRIORITIZING ACCESS AS CENTRAL TO A JUST AND EQUITABLE ENERGY TRANSITION

SEforALL and the community of interest have helped to prioritize achieving universal access to energy by 2030 as being central to a just and equitable energy transition and achieving net zero by 2050. SEforALL hosted the SDG7 Pavilion at COP26 and brought wider awareness of the importance of energy access to the climate agenda. Its CEO is co-chair of the Energy Transition Council, which has enabled the organization to advocate for a just and equitable energy transition by applying its value proposition in this space. Convincing evidence was found that SEforALL is making a central contribution to the global processes working towards the energy transition and that its convening role has brought diverse voices to those processes.

External stakeholders' comments included:

“

SEforALL has been quite helpful, for example, in bringing young people to the high-level dialogue process to have youth representatives participate in the technical working groups, in the ministerial dialogues in the high-level segment in September.

“

Damilola has been fantastic in elevating the voices of women in the... sustainable energy sector, and does it consistently [and] persistently, with a lot of appreciation for youth voices.

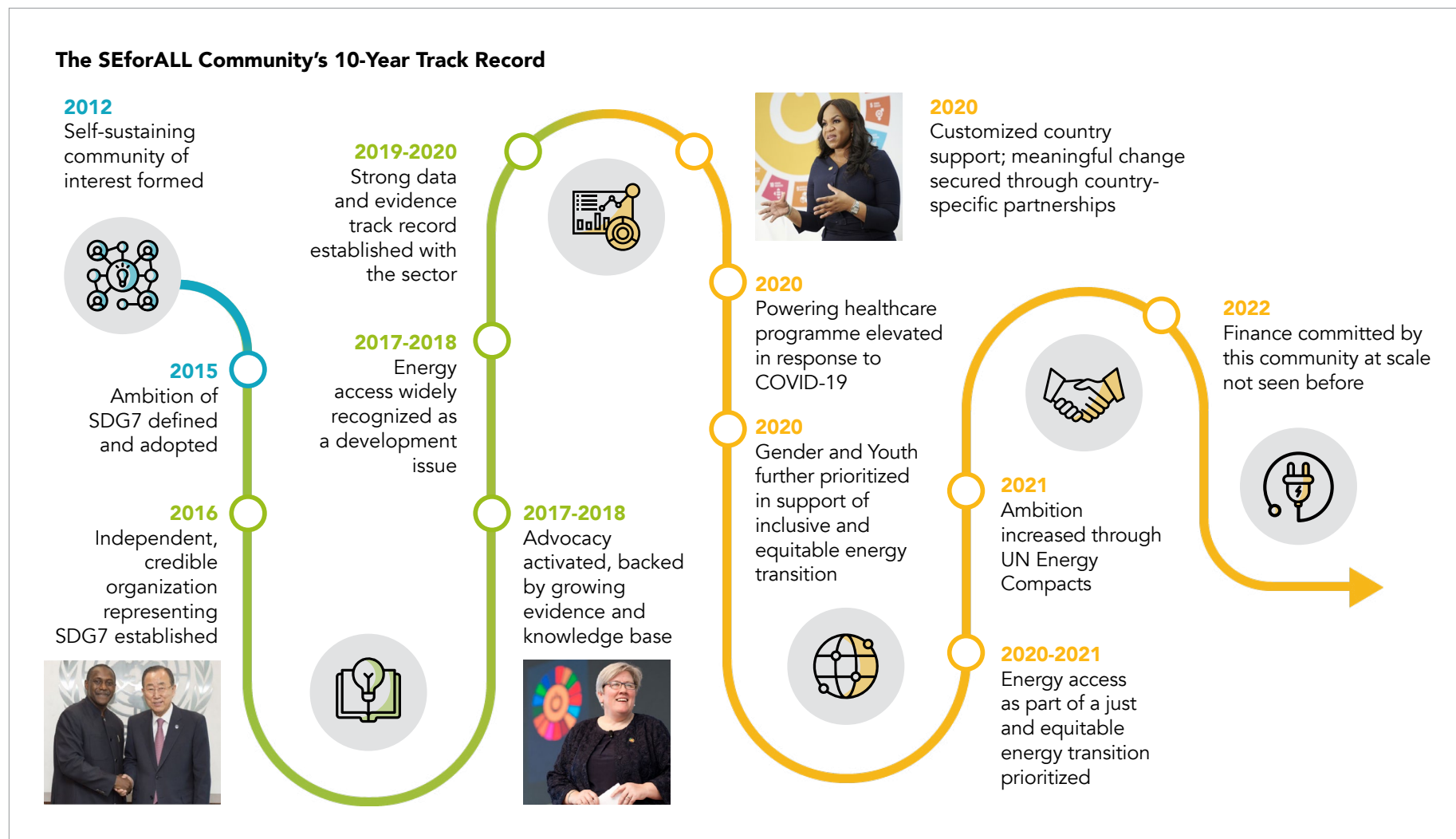
“

I see it as an important aggregator of ideas, or initiatives, or knowledge, around SDG7 and energy access as a whole. So that's the role that I think has played quite nicely [at] key moments in time in the COP26 in Glasgow.

Convincing evidence was found that SEforALL is making a central contribution to progress towards a just energy transition by convening effectively to secure engagement and commitment to this transition; gaining the trust of diverse voices, particularly women and youth, and continuing to draw attention to SDG7 and access issues.

In support of an inclusive and equitable energy transition is also the SEforALL Global Forum in Kigali, Rwanda, drawing on and adapting the achievements identified in the Review, as well as two further points that SEforALL believed were important: 'Elevated response to Covid-19 through the Powering Healthcare programme', and 'Gender and Youth prioritized in support of inclusive and equitable energy transition'.

Figure 2: SEforALL’s major achievements



These achievements along with the evidence for SEforALL’s contribution are discussed in more detail in the appendices in Section 10.2. The 10 achievements verified by the Review have been mapped to SEforALL activities. Details of which specific SEforALL activities relate to each part of the storyline can be found in Section 10.2.

3. Outcomes and KPIs

This section addresses the second Review question.

- What have SEforALL's major contributions to the sustainable energy sector been in each of its three phases? What outcomes were achieved and for whom?
- To what extent has SEforALL helped frame high-level sustainable energy commitments (i.e., Nationally Determined Contributions (NDCs), Energy Compacts, finance commitments)? What has come of these commitments? Which institutions and populations have benefitted?
- Which initiatives have spun out of SEforALL? What is the current status and achievements of those initiatives? Which institutions and populations have benefitted?
- To what extent and how has SEforALL helped to steer the sector towards advancing progress on SDG7? To what extent does SEforALL enable speed, scale and efficiency (upstream and downstream) towards SDG7?
- What unexpected effects have resulted from SEforALL's interventions? Which institutions and populations have been affected?

SEforALL's newly developed cross-organizational KPI database has been operational since 2022 and the organization has identified the data already available to it from 2020 onwards. The document reviews, surveys and interviews were used to identify qualitative and quantitative data to populate the database in the years preceding 2020. Then a more in-depth review of yearly multi-donor trust fund progress reports and annual reviews was carried out to add detail to this initial dive. The Review team and SEforALL's MEL team then held a workshop to present the KPI data. The full KPI spreadsheet can be found in Section 10.9 and ideas for consideration on individual KPIs that came from that workshop can be found in Table 3.

The cross-organizational KPIs searched for were:

- CO1** – Number of countries actively supported by SEforALL annually
- CO2** – Number of high-level commitments made publicly to implement actions towards SDG7 through processes and fora established or directly supported by SEforALL's programmes
- CO3** – Number of customized country-level plans, strategies, policies, and regulations developed with SEforALL support to pave an enabling environment for sustainable energy and energy transitions towards SDG7
- CO4** – USD million leveraged towards energy access and/or clean energy transitions directly and indirectly through SEforALL's work
- CO5** – Number of verified new energy access connections/installations funded directly by SEforALL's programmes (electricity and clean cooking)
- CO6** – Number of gender-specific country-level plans, strategies, NDC enhancements, policies and regulations developed by SEforALL to streamline¹² gender lenses into SDG7 solutions

The KPI data have been organized by the outcomes in SEforALL's Theory of Change (TOC), which are:

- Mainstreaming of inclusive and gender-sensitive action
- Global commitments to implement activities to meet SDG7
- Enabling policy and regulatory standards implemented for sustainable energy sector
- Significant and appropriate finance for SDG7 flowing globally
- Significant increase in energy connections & energy transitions to meet SDG7

¹² It is not clear what streamline means in this context. Mainstream might capture the intent more clearly

Mainstreaming of inclusive and gender-sensitive action

The KPI that relates to this outcome is CO6. **No country-level plans to streamline gender considerations were found.** One regional plan was discovered from 2017: with support from SEforALL and others: the Economic Community of West African States (ECOWAS) approved a directive giving women a bigger role in energy decision-making.

The Review team did, however, collect some evidence on gender activities including the People-Centered Accelerator (PCA) from 2017 and the Women at the Forefront programme. The PCA was launched in 2017 and over the years has championed gender diversity and women's empowerment throughout SEforALL's structure, public convenings and general work in the sustainable energy sector. It has hosted meetings and webinars, and co-organized the Women Deliver conference in 2017. One respondent spoke positively about being encouraged by the SEforALL CEO to find her own voice in the sector through the PCA.

“

“Women actually understand the issues, we were like, we need to have our voices heard, we need to come together collectively and the PCA, it's been a space for that to happen. So SEforALL, they facilitated all of this, and, and [that] has helped.”

The Women and Youth at the Forefront programme is the primary channel for SEforALL's advocacy on the importance of women's equality in the energy transition. It provides practical programmatic implementation projects to increase the number of women represented in the energy sector through training, mentorships, internships and championing women as leaders in the sector. This programme is cross-cutting, providing advice to all other programmes at SEforALL so that it can bring gender considerations to its engagement with countries and partners and to its knowledge outputs. Through this programme SEforALL is running the Women in Clean Cooking mentorship programme in collaboration with the Clean Cooking Alliance and the Global Women's Network for Energy Transition. It is also providing solar and energy management technical training to women in Kenya and has partnered with the Enel Foundation to provide technical training across Africa. Further details of SEforALL's activities around gender can be seen in the spreadsheet in Section 10.9.

The Review found that SEforALL is clear in its commitment to supporting gender equality both within its programmes and advocating for gender equality to be mainstreamed by others. This influences programme design and management, work with partners, events and convening, and its own staff, which is 65 percent female.

The Leave No-one Behind message was seen as a key lens through which SEforALL views its work on gender, along with the focus on a just and equitable energy transition. Most of the interviewees spoke positively about SEforALL's approach to gender, and to other diverse voices. Some examples of this include:

“

“I think there's been a lot of passion within the team on this topic.”

“

“Damilola has been fantastic in elevating the voices of women in the in the sustainable energy sector, and does it consistently, persistently, with a lot of appreciation for youth voices.”

Both internal and external interviewees noted that SEforALL insists on no “manels” (male only panels) at conferences and events and told us of instances where great efforts had been made to avoid this. It was reported that SEforALL had insisted that gender considerations be included in reports and on working party steering group agendas, which was valuable in sparking debate and gaining buy-in from stakeholders.

Global commitments to implement activities to meet SDG7

The KPI that relates to this outcome is KPI CO2. **Evidence of 461 high-level commitments was captured**, with varying levels of confidence in SEforALL's contribution to each (process tracing analysis was not carried out on each commitment). However, the number of commitments is likely to be much higher with SEforALL's contribution to the 200+ UN Energy Compacts received through the UN HLDE, of which, at the time of this Review, 163 had been vetted and officially accepted.

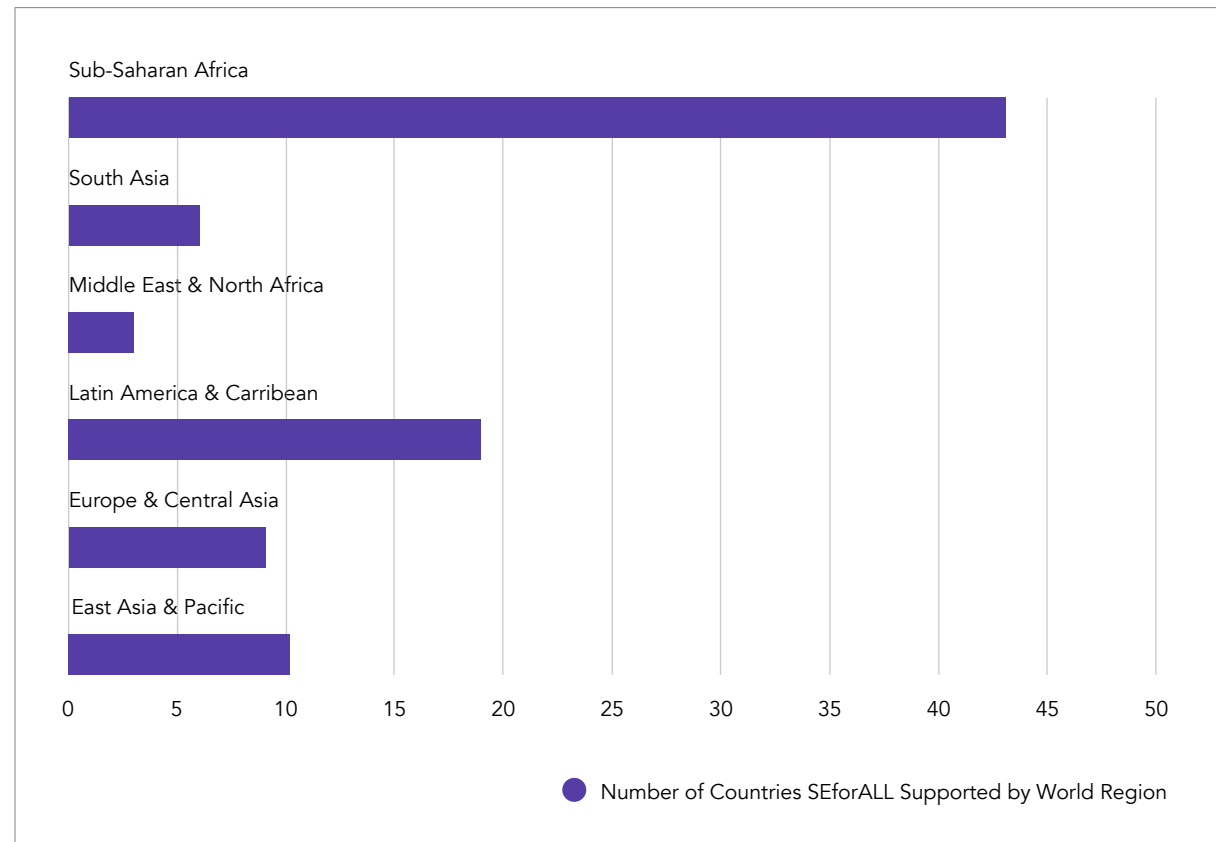
SEforALL has carried out several interventions and activities that have contributed to or led to commitments. These include but are not limited to:

- The Rio+20 Summit and Clean Energy Ministerial in 2012 where SEforALL helped secure USD 80 billion in financial commitments towards the initiative's three objectives on energy access, renewable energy, and energy efficiency; SEforALL reported that USD 70 billion of this had been spent by 2015.
- SEforALL Forums in 2014, 2015, 2017, 2018, 2019 (Charrettes) and 2022 that secured hundreds of commitments and brought key stakeholders of the community together.
- Advocacy around the UN Sustainable Development Summit in 2015 that adopted the Sustainable Development Goals.
- Supporting the Group of Twenty (G20) from 2015 including advising the Presidency of the G20 Energy and Sustainability Working Group on energy access and leading the development of a G20 Initiative on Clean Cooking and Energy Access in 2020.
- Support to COP from 2015 including organizing the Energy Efficiency segment of the Energy Day during COP21 with partners and hosting the SDG7 Pavilion at COP26 in 2021.
- Supporting the establishment of initiatives at the Climate Action Summit in 2019 including The Three Percent Club, The Cool Coalition, Getting to Zero Coalition and Climate Investment Platform.
- Co-Chairing the HLDE and spearheading the Energy Compacts.
- Co-Chairing the Energy Transition Council and providing support for countries to transition away from coal to clean energy.
- Workshops on Energy Compacts and support on individual Energy Compacts from 2021 that secured and raised the ambition of some individual Energy Compacts.

Enabling policy and regulatory standards implemented for sustainable energy sector

The KPIs that relate to this outcome are CO1 and CO3. Evidence was found that **SEforALL has actively supported over 90 countries in the past 10 years. In 2021 the organization engaged with 27 countries, 23 of which were official development assistance (ODA) recipients** (see Figure 3 and 4 for disaggregated analysis). Over 75 percent of survey respondents agreed that SEforALL had made a critical contribution to increasing levels of policy and planning support being delivered to governments.

Figure 3: Number of countries supported by SEforALL

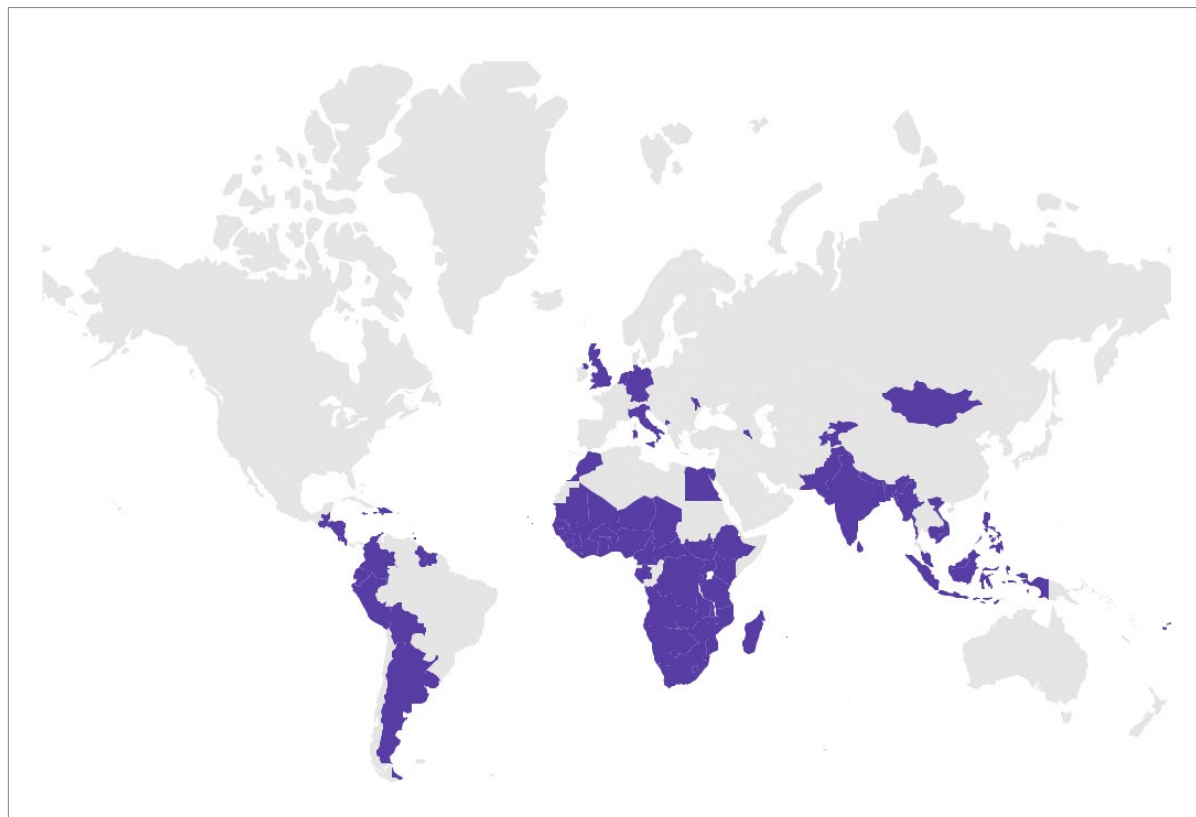


During SEforALL 1.0 and SEforALL 2.0 the Review found that the organization supported 70+ countries through the production of either Rapid Assessments and Gap Analyses (RAGAs), Investment Prospectuses (IPs) or Action Agendas (AAs) in collaboration with partners. This Review was not designed to assess the impact of this support; however, it did look for evidence of further action building on these analyses, prospectuses and agendas where appropriate. Although there were suggestions that action may have been taken by some of those countries to adopt additional plans, the Review did not find any evidence of that action. However, it is possible that further action could have been taken that interviewees were not aware of.

Evidence of SEforALL outcomes beyond the scope of this KPI was found that included plans, strategies, policies and regulations at regional or city level. SEforALL prepared the G20 Energy Access Action plan for Sub-Saharan Africa that was adopted by G20 ministers in 2016. In recent years, SEforALL has focused specifically on countries and whilst the KPI captures the organization's current activities and outcomes, it does not include all the actions and outcomes from the past 10 years, some of which have been at regional, sub-national or city level.

Activities and interventions by SEforALL that have contributed to country support and policy outcomes include, but are not limited to, early country work including RAGAs from 2013 and Accelerators, Hubs, IPs, AAs, High Impact Opportunities (HIOs) and Heat Maps from 2016. Also relevant is more recent country-focused work and Integrated Energy Planning (IEP) including the launch of the Nigeria Integrated Energy Planning Tool in 2022.

Figure 4: Geographic visualization of countries supported by SEforALL



Significant and appropriate finance for SDG7 flowing globally

The KPI that relates to this outcome is CO4. This was challenging to assess because of two major reasons:

- There is overlap between initiatives and some commitments have been announced multiple times raising the risk of double counting.
- There is considerable evidence of new financial commitments through the Energy Compacts, but it is too early to tell whether the money will all be spent.

SEforALL reported in 2014 that over USD 70 billion of the USD 80 billion committed at Rio+20 in 2012 had been disbursed. There was insufficient detail for us to be able to check this independently. However, assuming it is correct, this is an encouraging precedent.

This Review identified USD 113.5 million that SEforALL has directly mobilized for its own activities. In 2021, the Energy Compacts mobilized commitments of an unprecedented scale which is about USD 600 billion.

Figure 5: Financial commitment for SDG7



Just under 50 percent of survey respondents agreed that SEforALL's contribution has been critical in increasing finance flows committed and/or invested in sustainable energy projects and infrastructure.

Activities and interventions by SEforALL that have contributed to these are mainly events and support to processes that result in high-level commitments, such

as Rio+20, COP, G20 and the SEforALL Forums. They also include SEforALL's involvement in the HLDE in 2021 and the Energy Transition Council and its workshops on Energy Compacts. Also relevant is the evidence base including the Regulatory Indicators for Sustainable Energy (RISE) report in 2017, Chilling Prospects from 2018 and Energizing Finance from 2018.

Significant increase in energy connections and energy transitions to meet SDG7

The KPI that relates to this outcome is CO5. **No new energy access connections were found.** This KPI mostly relates to the activities of the Universal Energy Facility (UEF) that was launched in 2020 and is only beginning to deliver new energy access connections.

This KPI does not measure the impact of energy connections on wider access, such as social and economic development factors. Evidence of wider energy access figures were found in previous SEforALL documentation, including the claim in the 2014 Annual Report that 90+ million people had thus far gained access to sustainable energy due to Rio+20 commitments.

KPI ideas for consideration for the MEL Team

The process of mapping KPI data resulted in several KPI ideas for consideration for the MEL team. These are listed below.

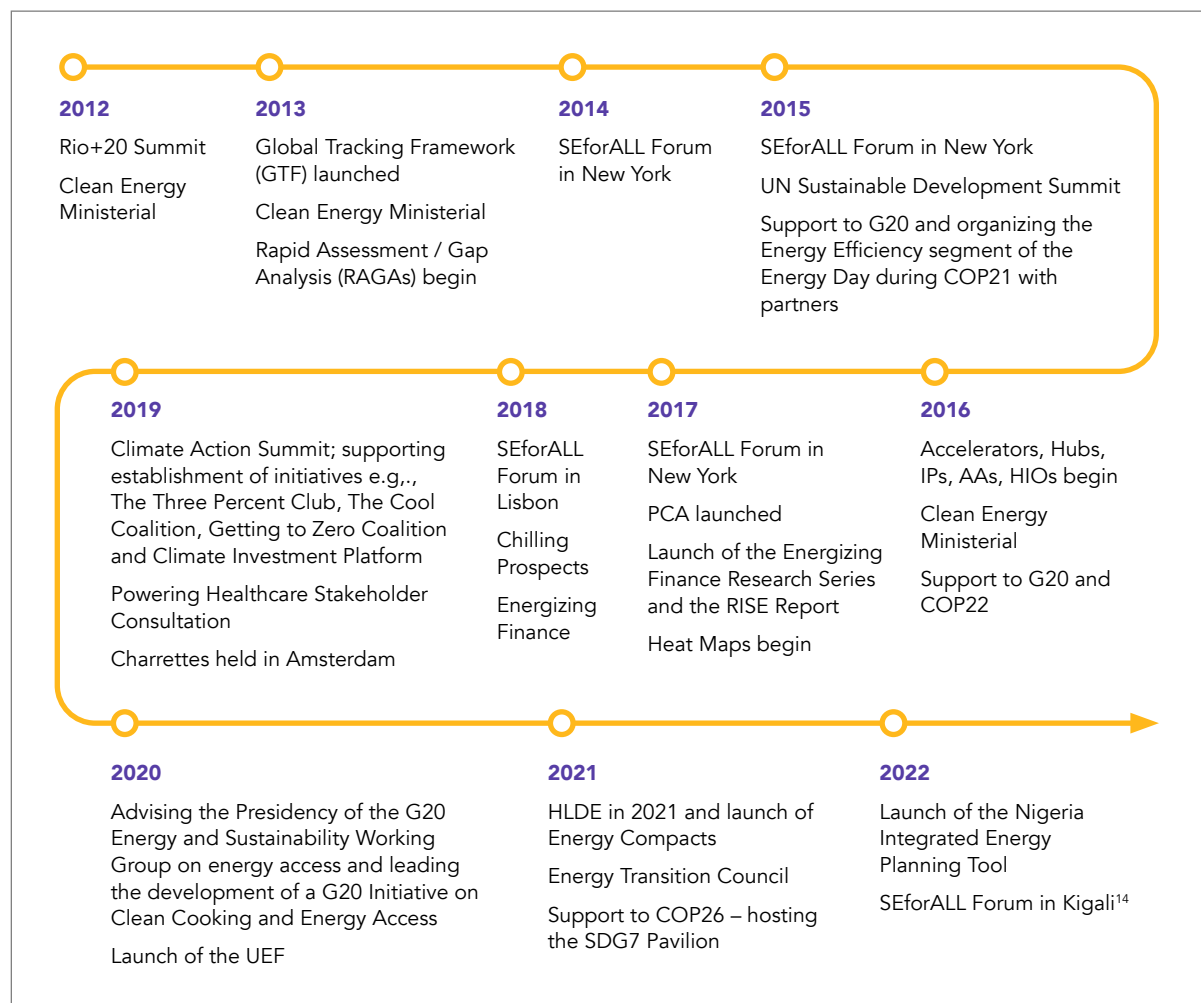
Table 3: KPI suggestions for the MEL team

CO1	SEforALL could consider conducting a study of individual RAGAs, AAs and IPs to assess what outcomes came from these interventions.
CO2	Overall, this KPI captures what SEforALL does well, but it is very broad and overlaps with CO3 and CO6. SEforALL could split this KPI into subcategories to filter it and make it more digestible and therefore useful. This could be done by categorizing based on who made the commitment (i.e., government, business or private investor, or by the fora it was established through (e.g., COP, HLDE or a Forum). What is now of bigger importance is not the making of commitments, as this is something SEforALL has done well in encouraging, but that those commitments are tracked and those who made them held to account. The Energy Compacts are intended to be trackable and SEforALL should ensure this happens, either itself or through others. SEforALL could do a deep dive on how commitments have translated into outcomes in the past to learn more about this.
CO3	SEforALL could potentially widen this KPI to include regional and city-level plans and should not neglect opportunities to be part of regional strategies through processes like the G20 and COP as the value proposition and storyline evidence that this is an area SEforALL does well.
CO4	SEforALL could consider other ways of measuring money including who is committing and spending money e.g., governments, private investors. Is it the 'usual crowd' or are others coming into the space?
CO5	SEforALL could consider whether to measure the impacts of commitments on access in addition to connections from its programmes. This may be another KPI.
CO6	Change 'streamlined' to 'mainstreamed'. Embed gender into other KPIs – each KPI should have a gender element. It is noted that SEforALL already gender-disaggregates data where applicable, but this KPI should not be siloed, and each programme/outcome should also be tracking gender impacts.

SEforALL's Activities and Interventions

SEforALL's interventions align with its value proposition and core strengths. Table 4 shows some major interventions that SEforALL has conducted or supported that have contributed to the outcomes outlined in Section 6.2.

Table 4: Key SEforALL activities and interventions



Unexpected Results

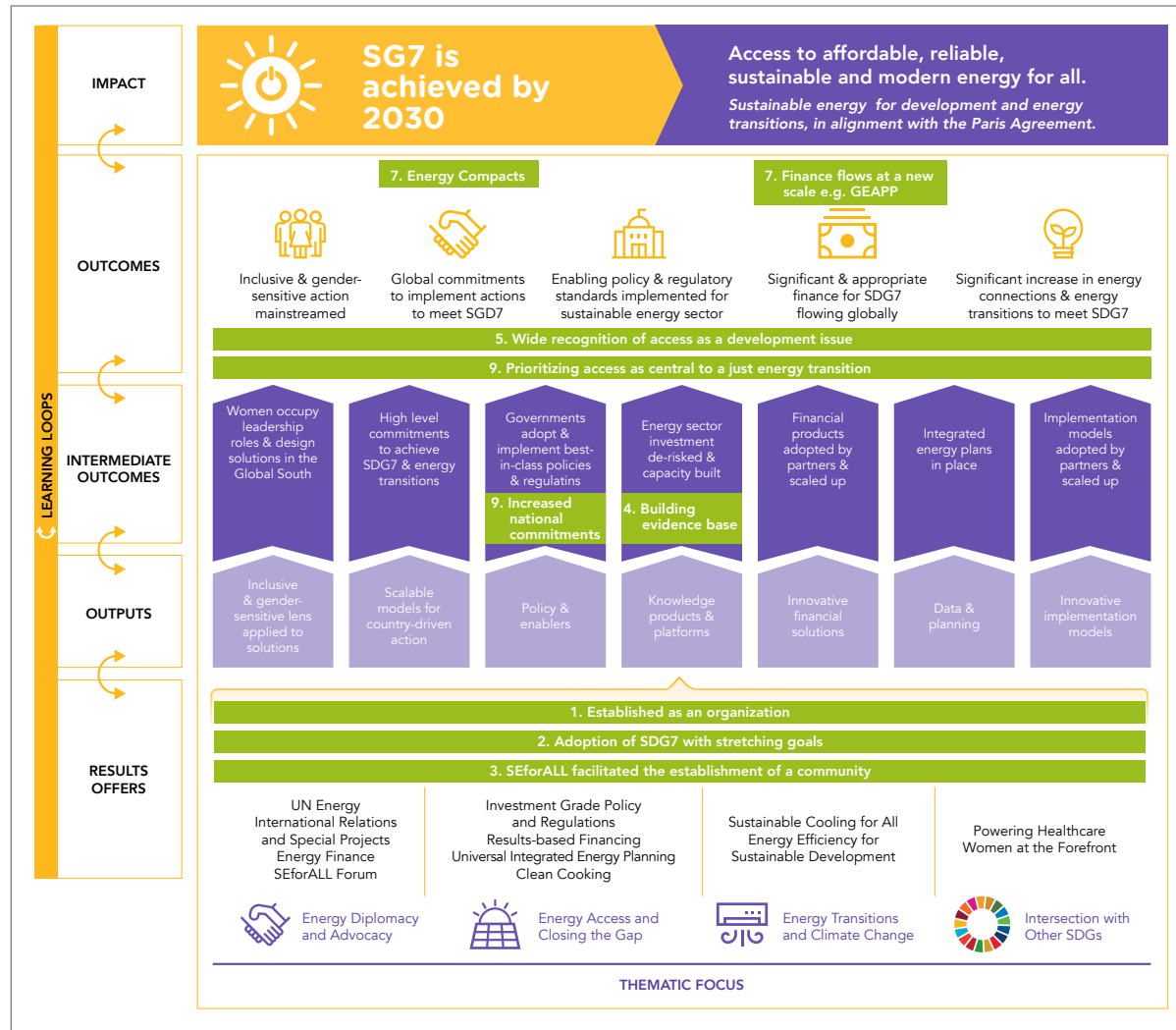
One surprise during data collection was that no evidence of results of early support centred around HIOs, high-level missions, RAGAs, AAs, IPs or national energy action plans was found. Interviewers asked about outcomes of these activities, but the consensus was that they have either not had outcomes, or they have but they have not been well documented. One interviewee said that whilst the outputs of this early country work were not documented, it was important in building foundations for later relationships and country support, however this view was not triangulated further, and the results are inconclusive.

The lack of evidence for results from early country support could be because significant time has elapsed since these interventions and people have forgotten about them, or that the Review didn't speak to the right people. There is scope for SEforALL to look into these interventions further in future as they formed a large amount of the organization's early work and there are likely to be outcomes and learnings that have not been uncovered in this Review. Certain interventions such as HIOs in energy efficiency and gender have been taken forward by partners and it may be useful for SEforALL to better understand its contribution to these ongoing activities.

Theory of Change

The storyline elements have been mapped onto SEforALL's Theory of Change (TOC) below.

FIGURE 6: Storyline mapped to SEforALL's Theory of Change



Two achievements relate to SEforALL ToC outcomes: the Energy Compacts and the mobilization of finance flows at a new scale. Two further achievements represent intermediate outcomes that had not been anticipated in the context of this theory of change: the wide recognition of energy access as a development issue and the prioritizing of that within the COP and HLDE processes. Two achievements represent existing intermediate outcomes: support for country commitments, for example Nigeria's commitment to net zero by 2060, and the building of the evidence base relating to access to sustainable energy. Three of SEforALL's achievements underpin the ToC: the adoption of SDG7; establishing and nurturing a community; and establishing SEforALL as an independent organization. These underpinning achievements support all of SEforALL's aims.

This Review found that in the past 10 years, the most progress has been made on two target outcomes in SEforALL's ToC: Global commitments to implement actions to meet SDG7 and Significant and appropriate finance for SDG7 flowing globally.

7 How can SEforALL have an even greater impact in the remainder of the decade for action?

This section addresses Review question 4. How can Sustainable Energy for All (SEforALL) sustain/maximize its influence in the sector, continue to add value and have an even greater impact in the remainder of the decade for action?

- a. How can SEforALL best direct its limited resources?
- b. How well do SEforALL's existing partnerships serve it?
- c. What are the gaps in the support/information SEforALL currently provides that it is well positioned to provide in the future?
- d. What should SEforALL do more of, less of, stop or start doing over the next 10 years?

Vision to 2030

Achieving Sustainable Development Goal 7 (SDG7) by 2030 is a pre-condition to meeting the aims of the Paris Agreement and a just energy transition. However, progress towards SDG7 is not on track. The 2022 Energy Progress Report estimated that 733 million people globally are still without access to electricity, and 2.4 billion people remain without access to clean cooking.¹⁵ The COVID-19 pandemic and the energy crisis due to Russia's invasion of Ukraine has slowed progress towards meeting the SDG7 targets. Nearly 90 million people in Asia and Africa who had previously gained access to electricity can no longer afford to pay for their basic energy needs.

SEforALL recognizes the need to work with the wider community of stakeholders to:

- **Accelerate ambition for energy and climate** through strong commitments that are tangible, actionable, measurable and achievable.
- **Develop stronger policy, regulation and planning** to create a more enabling environment.
- **Deliver faster results** by securing and **directing finance to establish new energy connections**.

Efforts to catalyze Energy Compacts, co-led by SEforALL together with UN-Energy members have seen commitments on an unprecedented scale. These commitments are an important step forward on finance commitments needed to achieve SDG7 but significant gaps still remain and work could be done to assess these.

SEforALL's three-year planning cycle could be enhanced with a long-term plan to provide a clearer trajectory to achieving SDG7 by 2030.

¹⁵ <https://www.worldbank.org/en/topic/energy/publication/tracking-sdg-7-the-energy-progress-report-2022>



What can SEforALL do even better?

All interviewees were asked whether there were any areas where SEforALL could make improvements. The following points are based on analysis of evidence from document reviews and interviews with SEforALL staff and external stakeholders.

IMPLEMENTATION

There was a difference in opinion between internal and external stakeholders about how SEforALL could achieve SDG7.

There was a widespread view among external stakeholders that SEforALL should focus on its unique strengths. They saw these as being its expertise in and advocacy for energy access and the just energy transition. They thought that SEforALL should be allowing others to lead on energy efficiency and renewables while monitoring progress and advocating for equity and justice in all aspects of the energy transition.

As part of the SEforALL 3.0 Business Plan, the organization's staff see the focus as having expanded from advocacy, evidence and convening to implementation and providing in-country support. Examples of this are the Universal Energy Facility (UEF) programme that aims to deliver access to energy on the ground and the in-country support that has been provided in Nigeria, Rwanda and Sierra Leone through other programmes. Staff are excited about this shift and described it in interviews as a logical next step and an opportunity for SEforALL to make a real difference.

However, external stakeholders from a range of organizations were more cautious, arguing that implementation was not a particular strength of SEforALL and that other organizations had stronger skills and more appropriate resources for delivering on-the-ground implementation. One said:

“

They are well placed to do so much good and to galvanize that support. But they're trying to be operational executioners with a team that doesn't know how to operationally execute. And that's not anyone's fault, because SEforALL didn't used to execute operationally. They used to be upward facing galvanizing support, where other people executed.

Some external respondents suggested that SEforALL's role in implementation could build on its core strengths:

- High-level advocacy to improve the enabling environment and address systemic obstacles to implementation.
- Using its convening power to bring together stakeholders to build capacity and momentum for implementation.
- Monitoring progress and holding governments and organizations to account for their commitments.

Views differed about how SEforALL could best support implementation. Some interviewees saw its role in implementation as the delivery of programmes for energy access and sustainable energy in partner countries (along the lines of the UEF programme) and others saw it as providing expertise and advocacy to encourage and support governments to make ambitious commitments and implement policy (along the lines of Integrated Energy Planning (IEP)).

GENDER

SEforALL is clear in its commitment to supporting gender equality both within its programmes and in advocating for gender equality to be mainstreamed by others. However, there are opportunities to do this even better.

SEforALL has embedded gender into its monitoring framework with a cross-organizational key performance indicator (KPI) for the: *number of gender-specific country-level plans, strategies, Nationally Determined Contributions (NDC) enhancements, policies and regulations developed by SEforALL to streamline gender lenses into SDG7 solutions.* Other cross-organizational KPIs capture whether outcomes have a gender element or not and should support mainstreaming. However, what constitutes a gender element is not clearly defined and a binary (yes/no) measure might not be the best way to capture progress in this area.

From the document review, it appears that gender equality has not yet been mainstreamed through SEforALL's work. SEforALL's gender work in recent years including its commitment to supporting gender and its Women and Youth at the Forefront programme have come some way to address this, however it has not been recognized by all external stakeholders yet as a strength of SEforALL. One external interviewee observed:

“

I don't get the impression that it's really mainstreamed into the organization's thinking at this stage, but I could be wrong.

COUNTRY PRESENCE

SEforALL's increased presence in Africa and possible presence in South Asia were welcomed by external stakeholders who felt that this showed SEforALL's commitment to the Global South and would improve the quality of its understanding of the challenges that developing countries face.

Some stakeholders were concerned that SEforALL did not have the resources to establish a presence in all the countries where its contribution would make a difference and suggested that it is important to strike a balance between the costs and benefits of the approach. As two interviewees put it:

“

It requires significant funding over a long term, a long period of time that has been committed. And so that's where the challenge is going to come.

“

I think, maybe less of sort of trying to implement the programme or trying to sort of implement programmes [needs] specific activities and at the country level, which I don't think they have infrastructure in place to be able to do.

Some external stakeholders felt that more could be done to embed SEforALL activities in the Global South, for example by relocating senior leaders and/or core activities such as analysis or communications there.

DISRUPTION

Many staff interviewees described SEforALL as seeking to be disruptive – for example, by challenging existing power relationships and ways of doing things.

External stakeholders recognized that meeting the targets of SDG7 and the energy transition will be disruptive. However, they felt that there was a difficult balance to strike between SEforALL's position in existing structures and being a disrupter of those structures. They were also unclear what SEforALL's purpose was in being disruptive and what the result was likely to be. One said:

“

They're constrained by the politics of the UN and the fact that she [Damilola] is a Special Representative to the Secretary-General, which is a very good thing. And... I do not advocate them acting in a way that would jeopardize that mandate and that relationship, because there are other organizations out there that can do that.

However, in considering the views of external stakeholders, it should be noted that they represent the existing power structure and so may not benefit from disruption. It should also be noted that SEforALL is well placed to secure change from within existing structures.

MOBILIZING FINANCE

Many internal and external stakeholders talked about the challenge of mobilizing finance for energy access even where there were commitments in place. There was a view that SEforALL could lead a concerted effort by the global community to develop an effective strategy for mobilizing finance for energy access. The organization is ideally placed for this as:

- It is trusted by both finance providers and the potential recipients of investment.
- Its staff understand the challenge and have the expertise to lead the process.
- It has the convening power to bring all stakeholders into the process.

As one interviewee put it:



We've got to deliver on these pledges, that means more particularly by 2030 than anything, if we only deliver everything we've got, we're in a great place [even] if we didn't get any more commitments. And to bring that to life how I think SEforALL could be helpful.”

Another commented:



Yesterday was the COP26 Energy Transition Council process, tomorrow it's the process X that is being launched. So not everything is obviously SEforALL, SEforALL is one of many cases of several institutions that are involved in these processes. But I think, generally, it's important that particularly things where there is some traction, some real commitment that [SEforALL] finds a way to really support that implementation and rollout. And, yeah, I think [we need to] avoid that basically, at the end of the day, it's been mostly about announcements.

FUNDING FOR SEFORALL

Internal funding for SEforALL has increased year on year and progress has been made, but the organization needs a larger, more diverse and **stable funding base** to be able to best use its core strengths and deliver its value proposition. Some staff members identified the risk of being donor driven because of SEforALL's struggle in developing a stable funding base. Many respondents felt that SEforALL could do more to establish and promote a coherent strategic direction that builds on its unique qualities and complements other actors in the sector and that that would enable it to secure more funding.

Conclusions

Relevance – is the intervention doing the right things?

CONCLUSION ONE

SEforALL is focused on the achievement of the targets set out in Sustainable Development Goal 7 (SDG7), and within that is clearly responding to global needs and priorities to meet the aims of the Paris Agreement and to secure the development benefits of energy access. Both its convening power and the community of interest it has established are key assets in the delivery of SDG7. SEforALL is recognized as unique in its role and widely trusted by energy sector stakeholders.

The commitments made under the Energy Compacts are a significant achievement for SEforALL. A key challenge in achieving the SDG7 targets will be securing the delivery of the Compacts and mobilizing the associated financial commitments. SEforALL has the potential to play a central role in this.

In addition, the commitments made under the Energy Compacts are an important step forward on finance commitments needed to achieve SDG7 but significant gaps still remain and work could be done to assess these. Analysis to explore this along with the associated sensitivities and risks could be a priority and SEforALL is well placed to undertake this work in partnership with others, e.g., the Energy Sector Management Assistance Program (ESMAP) and the International Energy Agency (IEA).

CONCLUSION TWO

The work with individual governments to secure commitments to and develop policies for sustainable energy that has been introduced as part of SEforALL 3.0 is a positive development that has been widely welcomed. SEforALL's credibility, passion and responsiveness are key assets in this.

The approach so far appears to be opportunistic and there would be benefits in clarifying SEforALL's purpose and how it intends to add value through the country focus. The next SEforALL business plan could consider whether it is appropriate to relocate some core activities to the Global South.

Widespread location of offices and activities presents challenges in terms of cost and complexity that need to be considered and addressed as part of any strategy to increase SEforALL's country presence.

Coherence – how well does the intervention fit?

CONCLUSION THREE

As a widely trusted, credible organization that is perceived as independent, SEforALL conducts activities that are highly compatible with other interventions in the sustainable energy sector. It works in an exemplary way with partners, and its advocacy, convening and evidence support action by others across the sector. The crucial issues of energy access and a just and equitable transition would not be addressed with the same authority and focus if SEforALL had not made them a priority.

SEforALL can play an essential role in the implementation of sustainable energy through advocacy, convening partners and providing evidence. It is not clear that it can add value through on the ground implementation and programme delivery. This does not build on a core strength and there are others in the sector with more appropriate skills and greater resources.

The internal coherence of SEforALL's activities and programmes could be stronger. This Review found that some staff think that there are silos that mean that opportunities to increase impact through coordination and integration of programmes could be missed.

Effectiveness – is the intervention achieving its intended outcomes?

CONCLUSION FOUR

Progress towards SDG7 is not currently on track. However, SEforALL has made a significant contribution to the increase in commitments to action and finance for SDG7, most recently, through the Energy Compacts. SEforALL has a role to play in translating those commitments into action.

Considering each of the outcomes that SEforALL is currently working towards in SEforALL 3.0, the Review team concludes that:

1. Progress is being made towards *Global commitments to implement actions to meet SDG7*. SDG7 is itself a global commitment and SEforALL was central to its adoption. This has most recently been supported by the Energy Compacts and the commitments made at COP26. SEforALL made an important contribution to both. However, sufficient progress has not been made to meet the SDG7 targets.
2. SEforALL has contributed to an unprecedented level of commitments to finance for SDG7 through its involvement in Rio+20, advocacy around the UN Sustainable Development Summit in 2015, support to COP and G20, its own Forums and involvement in processes such as the High-level Dialogue on Energy (HLDE) and the Energy Transition Council. However, there is limited evidence that the

recently committed finance is being disbursed yet and so the outcome *Significant and appropriate finance for SDG7 flowing globally* is not yet being achieved.

3. SEforALL has contributed to a body of data and evidence that, together with advocacy, has laid the foundations for *Enabling policy and regulatory standards implemented for sustainable energy sector*. However, this Review has not found evidence that policy and standards have been implemented to the necessary scale.
4. SEforALL's Universal Energy Facility (UEF) programme is intended to deliver a *significant increase in energy connections to meet SDG7* though it did not meet its key performance indicator (KPI) targets in the first wave due to various country-specific challenges.
5. SEforALL has brought a wide range of diverse stakeholders to the effort to achieve SDG7 and is recognized as championing inclusivity and action on gender equality. However, through the brief review of 461 high-level commitments, 37 were identified as having gender elements. This suggests that *mainstreaming inclusive and gender-sensitive action* is some way from being achieved.

Sustainability – will the benefits last?

CONCLUSION FIVE

Many of SEforALL's achievements have been sustained:

The sustainable energy community has grown and become more diverse since it was established 10 years ago, with SEforALL continuing to foster it.

- The evidence base has been kept relevant and up to date.
- The fact that energy is a development issue has become less controversial and more widely accepted.
- Most of the funding committed during SEforALL 1.0 was reported to have been delivered.
- The policy changes that have been achieved in SEforALL 3.0 are very likely to continue unless there are major political changes that undermine national commitments to SDG7.

SEforALL's key strengths support the sustainability of outcomes by maintaining global attention and focus on SDG7.

9 Ideas for Consideration

This Review has covered the first three stages of the Appreciative Inquiry (AI) process; **Initiate**, **Inquire** and **Imagine**. Sustainable Energy for All (SEforALL) can now implement the final two AI stages. **Innovate** involves considering the results of this Review and identifying changes that could be made to build on the organization's strengths. **Implement** involves translating those changes into action. Any changes could be incorporated into SEforALL's 2024–2027 Business Plan that will be prepared soon after the completion of this Review.

The Review team proposes that during the **Innovate** stage SEforALL considers whether it would be helpful to:

- Develop a clear strategy to sustain and build on the organization's key strengths and to maintain and leverage its unique value proposition. This would form the core of the 2024–27 Business Plan.
- Extend the 2024–27 Business Plan to cover the remainder of the decade of action to 2030.
- Convene and facilitate a process to explore whether the Energy Compacts have the potential to meet the Sustainable Development Goal 7 (SDG7) targets and identify actions that need to be taken to address any shortfall, mitigate risks and secure action to meet those commitments. The recently launched Energy Compacts Action Network may be a suitable vehicle for this.
- Deploy implementation models that enhance and build on the core strengths of the organization while complementing the activities of others in the field. The implementation approach should be communicated more clearly to stakeholders.
- Undertake an impact assessment study to provide further understanding of how and to what extent the cross-organizational outcomes that SEforALL has delivered contribute to progress towards SDG7.
- Refine the cross-organizational key performance indicators (KPIs) to better capture positive outcomes for women.
- Expand the scope of KPI 3 (country-level plans) to include subnational or regional plans and broader energy transition strategies of which it can evidence outcomes in the past 10 years.
- Review SEforALL's current approach to collecting performance data with both quantitative and qualitative indicators to identify whether it would be practical and helpful to collect additional data on organizational performance. This may require additional capacity within the Monitoring, Evaluation and Learning (MEL) team.
- Conduct a specific evaluation of Rapid Assessments and Gap Analyses (RAGAs), Action Agendas (AAs) and Investment Prospectuses (IPs). This could provide valuable learning to the integrated energy planning work SEforALL is currently undertaking.
- Conduct research to explore whether, how and in what circumstances financial commitments translate into actual spending. A better understanding of this issue would support the mobilization of the USD 600 billion committed through the Energy Compacts.

10 Appendices

1. Interview Guides

SEforALL staff interview guide

Introduction	
Background to the project	As you know, SEforALL is celebrating its 10-year anniversary this year. The MEL team has taken the opportunity to do a review to establish the track record and value proposition of the organization, whilst also informing the vision and strategy for the future.
Setting the scene for the call and the Appreciative Inquiry (AI) approach	<ul style="list-style-type: none"> • We are using an Appreciative Inquiry approach that focuses on the strengths of both individual people and the organization as a whole. • The questions may seem unusual – ‘left field’ • This is purposeful; please bear with me and take your time to reflect. • It is about taking enough time to understand SEforALL’s strengths and achievements – individually and together... It’s not about avoiding problems... So we can really identify what helps SEforALL come at problems with the energy and inspiration to reach SDG7.
Practical details	<ul style="list-style-type: none"> • The interview will last up to an hour – are you available for the full hour? • I would like to record the call, so I don’t miss anything in my notes. • We may pass information about specific SEforALL achievements onto the MEL team for tracking purposes but everything else you tell me will be confidential. • Before we get started, do you have any questions for me?

Overarching Questions	Possible probes/follow up questions
Tell me about your role at SEforALL.	N/A
Within that role, could you tell me about your best experience working at SEforALL?	<ul style="list-style-type: none"> • Why was that significant? • What difference did it make to you, your team, the organization, progress towards SDG7?
Thinking about your specific area of SEforALL, I'm interested in what you feel most proud of?	<ul style="list-style-type: none"> • Why do you say that? • What difference did it make?
What makes SEforALL unique within the sustainable energy sector?	<p>Some of the strengths that others have mentioned include:</p> <ul style="list-style-type: none"> • SEforALL's reputation and relationships • The skills and experience of SEforALL's staff • The values of SEforALL
What does SEforALL do best?	<ul style="list-style-type: none"> • Do you recognize those strengths? • How do they help SEforALL in reaching its goals? Can you give me examples? • How do SEforALL's strengths complement the rest of the sector? • Have SEforALL's strengths changed over time?
What would you say are SEforALL's two or three key achievements over the last 10 years?	<ul style="list-style-type: none"> • Why are those the key achievements? • What was it about SEforALL that meant it could deliver those achievements? • What was SEforALL's role in that? • [Probe further on this]
Are you aware of policy changes, financial commitments, new initiatives or other outcomes that will accelerate progress towards SDG7 resulting from your work?	<ul style="list-style-type: none"> • What did SEforALL do to bring those outcomes about? • Who has benefitted from those outcomes? • Have there been any particular benefits for women? • Have there been any unexpected outcomes? [Explore] • Where can I get more information about the outcomes itself and the difference SEforALL made? [Probe for documents or further interviews]

How do you consider gender in your work?	Probe for specific examples
What do you think SEforALL could do even better over the next 10 years? What difference would that make?	<ul style="list-style-type: none"> • What can SEforALL do to support a just and equitable energy transition? • SEforALL has an aim to be disruptive, what does that mean to you? • How can SEforALL best direct its limited resources? • How well do SEforALL's existing partnerships serve it? • What are the gaps in the support/information SEforALL currently provides that it is well positioned to provide in the future? • What should SEforALL do more of, less of, stop or start doing over the next 10 years? • What would you expect to see, like to see, love to see to enable SEforALL to achieve even more and/or to enable you to do your job even better?

Closing	
Expressing thanks and asking about following up	That's all my questions; thank you very much for your help. Is there anything else you think I should know?
	Do you think there is anyone else we should interview e.g., people you have worked with in the past? Or people to triangulate outcome claims (and ask for these introductions where possible).
	If anything else occurs to me when I'm reviewing my notes, is it OK if I get back in touch?

Donors and partners interview guide

Introduction	
Background to the project	SEforALL is celebrating its 10-year anniversary and has taken the opportunity to do a review to establish the track record and value proposition of SEforALL whilst also informing the vision and strategy for the future.
Setting the scene for the call and the AI approach	<ul style="list-style-type: none"> • We are using an Appreciative Inquiry approach that focuses on strengths, of both people individually, and the organization as a whole. • The questions may seem unusual – ‘left field’ • This is purposeful; please bear with me and take your time to reflect. • It is about taking enough time to understand SEforALL’s strengths and achievements – individually and together... It’s not about avoiding problems... So we can really identify what helps SEforALL come at problems with the energy and inspiration to reach SDG7.
Practical details	<ul style="list-style-type: none"> • The interview will last up to an hour – are you available for the full hour? • I would like to record the call, so I don’t miss anything in my notes. • We may pass information about specific SEforALL achievements onto its MEL team for tracking purposes but everything else you tell me will be confidential. • Before we get started, do you have any questions for me?

Overarching Questions	Possible probes/follow up questions
Tell me a bit about your role at <i>[insert organization]</i> and your history with SEforALL.	NA
Within that role, could you tell me about your best experience working with SEforALL?	<ul style="list-style-type: none"> Why was that significant? What difference did it make to you, your team, the organization, progress towards SDG7?
What makes SEforALL unique within the sustainable energy sector?	<p>Some of the strengths that others have mentioned include:</p> <ul style="list-style-type: none"> SEforALL's reputation and relationships The skills and experience of SEforALL's staff The values of SEforALL
What does SEforALL do best?	<ul style="list-style-type: none"> Why do you say that? What difference does it make? Does SEforALL recognize those strengths? How do they help SEforALL in reaching its goals? Can you give me examples? How do SEforALL's strengths complement the rest of the sector? Have SEforALL's strengths changed over time?
What would you say are SEforALL's two or three key achievements over the last 10 years?	<ul style="list-style-type: none"> Why are those the key achievements? What was it about SEforALL that meant it could deliver those achievements? What was SEforALL's role in that? <i>[Probe further on this]</i>
Are you aware of policy changes, financial commitments, new initiatives or other outcomes that will accelerate progress towards SDG7 resulting from your work?	<ul style="list-style-type: none"> What did SEforALL do to bring those outcomes about? Who has benefitted from those outcomes? Have there been any particular benefits for women? Have there been any unexpected outcomes? <i>[Explore]</i> Where can I get more information about the outcomes themselves and the difference SEforALL made? <i>[Probe for documents or further interviews]</i>

How does SEforALL consider gender in its work?	<i>Probe for specific examples</i>
What do you think SEforALL could do even better over the next 10 years? What difference would that make?	<ul style="list-style-type: none"> What could SEforALL do to be more attractive to funders? What can SEforALL do to support a just and equitable energy transition? SEforALL has an aim to be disruptive, what does that mean to you? How can SEforALL best direct its limited resources? How well do SEforALL's existing partnerships serve it? What are the gaps in the support/information SEforALL currently provides that it is well positioned to provide in the future? What should SEforALL do more of, less of, stop or start doing over the next 10 years? What would you expect to see, like to see, love to see to enable SEforALL to achieve even more and/or to enable you to do your job even better?

Closing

Expressing thanks and asking about following up.	That's all my questions; thank you very much for your help. Is there anything else you think I should know?
	Do you think there is anyone else we should interview?
	If anything else occurs to me when I'm reviewing my notes, is it OK if I get back in touch?

Representatives of government and business interview guide

Introduction	
Background to the project	SEforALL is celebrating its 10-year anniversary and has taken the opportunity to do a review to establish the track record and value proposition of SEforALL whilst also informing the vision and strategy for the future.
Setting the scene for the call and the AI approach	<ul style="list-style-type: none"> • We are using an Appreciative Inquiry approach that focuses on strengths, of both people individually, and the organization as a whole. • The questions may seem unusual – ‘left field’ • This is purposeful; please bear with me and take your time to reflect. • It is about taking enough time to understand SEforALL’s strengths and achievements – individually and together... It’s not about avoiding problems... So we can really identify what helps SEforALL come at problems with the energy and inspiration to reach SDG7.
Practical details	<ul style="list-style-type: none"> • The interview will last up to an hour – are you available for the full hour? • I would like to record the call, so I don’t miss anything in my notes. • We may pass information about specific SEforALL achievements onto its MEL team for tracking purposes but everything else you tell me will be confidential. • Before we get started, do you have any questions for me?

Questions	
Overarching Questions	Possible probes/follow up questions
Tell me a bit about your role at [insert organization] and your history with SEforALL.	NA
Within that role, could you tell me about your best experience working with SEforALL?	<ul style="list-style-type: none"> • Why was that significant? • What difference did it make to you, your team, the organization, progress towards SDG7?
What makes SEforALL unique within the sustainable energy sector?	<p>Some of the strengths that others have mentioned include:</p> <ul style="list-style-type: none"> • SEforALL's reputation and relationships • The skills and experience of SEforALL's staff • The values of SEforALL
What does SEforALL do best?	<ul style="list-style-type: none"> • Why do you say that? • What difference does it make? • Do SEforALL recognize those strengths? • How do they help SEforALL in reaching its goals? Can you give me examples? • How do SEforALL's strengths complement the rest of the sector? • Have SEforALL's strengths changed over time?
4. What would you say are SEforALL's two or three key achievements over the last 10 years?	<ul style="list-style-type: none"> • Why are those the key achievements? • What was it about SEforALL that meant it could deliver those achievements? • What was SEforALL's role in that? [Probe further on this]
Are you aware of policy changes, financial commitments, new initiatives or other outcomes that will accelerate progress towards SDG7 resulting from your work?	<ul style="list-style-type: none"> • What did SEforALL do to bring those outcomes about? • Who has benefitted from those outcomes? • Have there been any particular benefits for women? • Have there been any unexpected outcomes? [Explore] • Where can I get more information about the outcomes itself and the difference SEforALL made? [Probe for documents or further interviews]

How does SEforALL consider gender in its work?	<ul style="list-style-type: none"> • Probe for specific examples
What do you think SEforALL could do even better over the next 10 years? What difference would that make?	<ul style="list-style-type: none"> • What can SEforALL do to support a just and equitable energy transition? • SEforALL has an aim to be disruptive, what does that mean to you? • How can SEforALL best direct its limited resources? • How well do SEforALL's existing partnerships serve it? • What are the gaps in the support/information SEforALL currently provides that it is well positioned to provide in the future? • What should SEforALL do more of, less of, stop or start doing over the next 10 years? • What would you expect to see, like to see, love to see to enable SEforALL to achieve even more and/or to enable you to do your job even better?

Closing	
Expressing thanks and asking about following up	<p>That's all my questions; thank you very much for your help. Is there anything else you think I should know?</p> <p>Do you think there is anyone else we should interview e.g., people you have worked with in the past? Or people to triangulate outcome claims (and ask for these introductions where possible).</p> <p>If anything else occurs to me when I'm reviewing my notes, is it OK if I get back in touch?</p>

2. Storyline

The following are taken from the preliminary slides sent to Sustainable Energy for All (SEforALL) in April 2022. They have been edited in line with comments from SEforALL and combined to reflect the current storyline.

All lists of key players and events and activities are non-exhaustive.

SEforALL has fostered and nurtures a broad and strong community of interest, committed to more ambition in delivering SDG7

OVERVIEW

In the period between 2011 and 2015, SEforALL contributed to identifying and building a broad-based community of interest around its three objectives: of 1) ensuring universal access to modern energy services; 2) doubling the rate of improvement in energy efficiency; and 3) doubling the share of renewable energy in the global energy mix.

This community included the UN, civil service organizations (CSOs), entrepreneurs, donors, philanthropy, development banks and country governments.

KEY PLAYERS

Ban-Ki Moon, UN-Energy, Dr. Kandeh Yumkella, Chad Holliday, SEforALL, civil society organizations (CSOs), entrepreneurs, donors, philanthropy, development banks, country governments.

EVENTS AND ACTIVITIES

- The Rio+20 Summit in 2012.
- The first and second SEforALL Forums in 2014 and 2015.
- Ghana becomes the first country to engage with SEforALL in 2011 followed by more than 50 countries signing up to participate in 2012.
- Hundreds of actions and commitments in 2012, including press and publicity actions, e.g., the rock band Linkin Park launched a petition and Leonardo DiCaprio tweeted.
- Rapid Assessments and Gap Analyses (RAGAs) from 2013.
- Accelerators, Hubs, Investment Prospectuses (IPs), Action Agendas (AAs), High Impact Opportunities (HIOs) in 2016.
- People-Centered Accelerator (PCA) in 2017.

SEforALL CONTRIBUTION

The Review found **convincing** evidence that SEforALL contributed to building this community by:

Setting the agenda for the community through convening around Sustainable Development Goal 7 (SDG7) issues

“

...awareness on why it [SDG7] is important and how to achieve it and the benefits that come from that. They've been instrumental, I don't think anybody else would have done it or would have come this far.

“

And SEforALL has helped bring a kind of cohesive visibility to energy at the international level.

“

And SEforALL has helped bring a kind of cohesive visibility to energy at the international level.

Facilitating conversations that were not already happening and convening diverse people, especially in the first Forums.

“

But I think they've really managed to build on that to also connect with the different communities around climate change, or others and build alliances to advance that progress.

“

“SEforALL is very good as an aggregator, bringing together of the masses, like what SEforALL has historically done really well is get the right people in a room to have conversations. Yeah, like at the Forum”

“

“I think, SEforALL managed to, to create a balance that allowed different stakeholder groups to feel represented under the umbrella.”

Placing a focus on the need for action by all to meet SDG7.

“

“You need a lot of intermediaries to be able to bring on board businesses, civil societies, [and have them] come together to act on those visions otherwise what is agreed to at the UN is just on paper, nothing is done... SEforALL started playing that role of intermediary”

Relevant parts of SEforALL's core strengths	Relevant SEforALL impact themes	Relevant parts of SEforALL 3.0 TOC
<ul style="list-style-type: none"> • Unique • Culture • Convening power • Credibility • Independent 	<ul style="list-style-type: none"> • People and Planet • Social: gender, health, youth • Country support • Enabling environments, policy, and regulations • Energy sector/market development • Innovation • Finance • SDG7 	Underpinning TOC

SEforALL has also been instrumental in bringing about a wide consensus that sustainable energy is fundamental to development

OVERVIEW

SEforALL's evidence base combined with advocacy and effective ongoing communication has led to a wide recognition of access as a development issue that needs finance.

KEY PLAYERS

World Bank, UN-Environment, UNDP, United Nations Department of Economic and Social Affairs (UNDESA), Climate Policy Initiative, non-governmental organizations (NGOs), philanthropic funders.

EVENTS AND ACTIVITIES

- RAGAs from 2013.
- Business commitments to action at the 2015 Forum.
- Accelerators, Hubs, IPs, AAs, HIOs in 2016.
- PCA in 2017.
- With support from SEforALL and others, the Economic Community of West African States (ECOWAS) approved a directive giving women a bigger role on energy decision-making in 2017.
- Heat Maps 2017.
- Third and Fourth Forums in 2017 and 2018.
- Powering Healthcare.
- Powering Healthcare Stakeholder Consultation 2019.
- Cooling for All.
- Chilling Prospects, 2018.
- Energizing Finance, 2018.
- Missing the Mark, 2020.
- Launch of the Universal Energy Facility (UEF) in 2020.

SEFORALL CONTRIBUTION

The Review found convincing evidence that SEforALL contributed by:

Bringing together the data with analytics, good communications and policy savviness to create powerful work that is both practical and political.

“

The team did a really good job of getting Cooling on the political agenda, both in terms of big, global meetings, bilateral meetings and events, peppering popular media outlets with cooling articles and stories and so forth.

“

I think the work they're doing on the Powering Healthcare and everything about bringing the health agenda together with the energy agenda, I think [it] is really powerful in both practical and political ways.

“

If we're writing a new report or this event and we need a lot of data, I can go on their website, they have all the financing reports that come out yearly.

Consistently communicating access to energy as a development issue.

“

I can't imagine the focus on SDG7 without SEforALL. I mean, I can almost see that we'd be having totally different discussions on the importance of achieving a just transition towards clean energy.

“

And SEforALL has helped bring a kind of cohesive visibility to energy at the international level.

“

[SEforALL has been] bringing energy much more systematically into the development community thinking.

Communicating the need for finance for energy access.

“

It's really important to shine a light on financing, and what is needed and the trends.... So that the sector remains informed. I think that's something which SEforALL has done very well.

Accelerating the mobilization of finance for sustainable energy.

“

[Programme] has been an area where SEforALL really started a trend. So it was not an area that there was that much focus on by anyone. And SEforALL, I think they did a really good job and sort of advocacy, right. Calling the attention that this needs to happen... it definitely accelerated our entry point.

Relevant parts of SEforALL's core strengths	Relevant SEforALL impact themes	Relevant parts of SEforALL 3.0 TOC
<ul style="list-style-type: none"> • Action • Evidence • Convening power • Independent • Unique • Credibility • Culture • People 	<ul style="list-style-type: none"> • People and Planet • Social: gender, health, youth • Energy sector/market development • Innovation • Finance • SDG7 	<p>Energy sector investment de-risked and capacity built</p>

Adoption of SDG7

There is evidence that SEforALL was a significant force in securing the inclusion of an ambitious energy goal in the SDGs, with its three pillars of access, renewables and efficiency, and the specific targets for each. Now seen as the owner of the goal, SEforALL is widely credited with having ensured that the ambition of SDG7 was defined and adopted.

OVERVIEW

SDG7 was adopted in 2015 incorporating SEforALL's three objectives with one minor amendment, demonstrating that the SEforALL initiative had achieved its initial mandate. Dr. Kandeh Yumkella was appointed CEO, a framework for action was developed and a High-level Group on Sustainable Energy for All was established with Dr. Kandeh Yumkella as co-chair.

Between 2012 and the adoption of SDG7 in 2015, SEforALL supported a global process of engaging stakeholders and securing commitments to finance sustainable energy.

KEY PLAYERS

SEforALL, the World Bank; UNDP; United Nations Industrial Development Organization (UNIDO); International Copper Alliance; International Institute for Applied Systems Analysis (IIASA), US Government; European Commission; regional development banks and private sector.

EVENTS AND ACTIVITIES

- The Rio+20 Summit in 2012 .
- The first SEforALL Forum in 2014.
- The second SEforALL Forum in 2015.
- The UN Sustainable Development Summit in 2015 adopted the SDGs including SDG7.

SEFORALL CONTRIBUTION

As intended, SEforALL played a central role in the process of adopting SDG7. The Review found convincing evidence that SEforALL contributed by:

Bringing together developed and developing countries to support SDG7 because it recognized both the development and the climate benefits.

“

The SEforALL process, that in 2012, 2013, really brought that broad coalition [together] bridging development and climate agendas was essential, in my view, to getting that broad agreement around SDG7.

Convening participants across society including multilateral bodies, governments, private sector, finance and CSOs.

“

I think the best work [that SEforALL has done] is in the first round of Forums, bringing different parts of civil society, parts of the social entrepreneur communities, as well as donors and philanthropy into a discussion around this, and how to move that forward and really bringing all of those different pieces together, and not just government and private sector, but all of them together.

Securing agreement to the targets covering energy efficiency, renewable energy and energy access.

“

So SDG7 then became locked in, more or less unchanged from the Sustainable Energy for All trifecta.

Relevant parts of SEforALL's core strengths	Relevant SEforALL impact themes	Relevant parts of SEforALL 3.0 TOC
<ul style="list-style-type: none"> Evidence Convening power Action 	<ul style="list-style-type: none"> People and Planet Social: gender, health, youth Enabling environments, policy, and regulations Energy sector/market development Innovation SDG7 	Global commitments to implement actions to meet SDG7

Establishing an organization

From an idea in the mind of the then UN Secretary-General, Ban Ki-Moon, SEforALL has developed into an independent, credible, established organization, with a governance structure, systems and processes that allow it to access funding from all sources. Without this, it would not have been empowered to operate effectively.

OVERVIEW

In 2016, the Sustainable Energy for ALL initiative was established as a Quasi-International Organization (QIO) under Austrian law, and headquartered in Vienna with a satellite office in Washington DC.

This QIO status and the inside/outside UN qualities that come from having a CEO who is also a UN Special Representative to the Secretary-General (SRSG) have been identified as two of SEforALL's core strengths

KEY PLAYERS

UN, SEforALL, Government of Austria, Rachel Kyte.

EVENTS AND ACTIVITIES

- Rachel Kyte appointed as CEO in 2015.
- SEforALL was granted QIO status by the Austrian Government in 2016.
- The SE4All Strategic Programme 2013–2015.
- 5-Year Strategic Framework for Results 2016.

SEFORALL CONTRIBUTION

Although SEforALL became independent from the UN in 2016, it retains a perceived link because of its history. This is enhanced by the CEO’s appointment in an SRSR role. The Review found convincing evidence that being independent while retaining the authority of the link to the UN has made a significant contribution to SEforALL’s effectiveness.

SEforALL has authority that comes from the perceived link to the UN combined with the nimbleness, responsiveness and flexibility of an independent organization.

“

... it has this strong connection to the outreach and influence that the UN system has. But at the same time, [it has] the freedom and flexibility to pursue the specific goals that are deemed to be the most powerful lever for the energy transition.

“

...the legitimacy comes from it [the link to the UN].

SEforALL has the access to senior decision-makers that comes from the CEO’s role as SRSR.

“

Having that SRSR role [is unique]; if the CEO of SEforALL was just the CEO of SEforALL, having access to ministers, to high-level political decision-makers would have been very difficult.

Whilst this shape shifting is confusing to some, it is seen to be one of SEforALL’s main strengths.

“

So this depends who you are, that this is an NGO, so it’s not really like a multilateral institution, that maybe is more politically influenced by the government. So some see it as being more independent, some see it maybe not as independent, because then there is the association with UN. And anyway, it’s a little bit confusing, right. But it is different. It’s not the same as the [Institution name]. And I think that sort of adds the value to their abilities.”

Relevant parts of SEforALL’s core strengths	Relevant SEforALL impact themes	Relevant parts of SEforALL 3.0 TOC
<ul style="list-style-type: none"> Action Independent Unique Credibility 	<ul style="list-style-type: none"> Energy sector/market development Innovation Finance SDG7 	Underpinning TOC

Advocacy established, backed by growing evidence and knowledge base

SEforALL has worked with partners to develop the data and evidence base that is now seen as one of the main sources for the sustainable energy sector and the root of the organization's own advocacy. The knowledge products are accessible, and the information SEforALL provides fills gaps and helps stakeholders build their cases for support.

OVERVIEW

From 2017 onwards, SEforALL developed a range of reports and knowledge products, often in collaboration with partners.

Flagship reports include Chilling Prospects, which was first published in 2018, and the Energizing Finance research series, which was launched in 2018. Programmes built around this time include Cooling for All and Powering Healthcare.

KEY PLAYERS

ESMAP (World Bank), UNDESA, Climate Policy Initiative (CPI), International Renewable Energy Agency (IRENA), IEA, Denmark/Technical University of Denmark (DTU), Asian Development Bank (ADB).

EVENTS AND ACTIVITIES

- Rachel Kyte appointed as CEO in 2015.
- GTF, now Tracking SDG7: The Energy Progress Report.
- ESMAP launched a USD 15 million SE4ALL Technical Assistance Programme.
- Powering Healthcare.
- Cooling for All.
- Chilling Prospects from 2018.
- Energizing Finance from 2018.
- RISE report benchmarking 111 countries on Sustainable Energy policies 2017.
- SEforALL Heat Maps 2017.
- Third and Fourth Forums in 2017 and 2018.

SEFORALL CONTRIBUTION

The Review found convincing evidence that SEforALL built an evidence base, often in collaboration with partners by:

Working effectively in partnership with others to identify evidence gaps and bring attention to filling them.

“SEforALL picks up the costs [of research] and starts working, and then there is a sort of multiplier effect that can be achieved by partnering, bringing it to the attention of others and partnering with others.

“I think SEforALL was probably a catalyst for pulling it together. But then after that [Energizing Finance] I would definitely say it was a joint product.

“I think you cannot really separate what SEforALL has done compared to others. But being that consistent force behind [SDG7] I think has been helpful.

Producing consistently high quality and relevant evidence.

“Its analytical work has over [the past] 10 years consistently been of a really high quality and has been extremely influential.

“They do produce some good, fairly unique global analysis on the state of energy.

Relevant parts of SEforALL's core strengths	Relevant SEforALL impact themes	Relevant parts of SEforALL 3.0 TOC
<ul style="list-style-type: none"> Action Evidence Convening power Independent Unique Credibility Culture People 	<ul style="list-style-type: none"> People and Planet Social: gender, health, youth Energy sector/market development Innovation Finance SDG7 	<p>Knowledge products and Platforms</p>

Customized country support and implementation

Early work on identifying need and action agendas in partner countries underlies SEforALL's prioritization of tailored support to a range of high-impact countries. Meaningful change is being secured through SEforALL's country-specific partnerships.

OVERVIEW

SEforALL recognizes that implementation is crucial to the energy transition and has increased its focus on delivery at country level. Work is underway to clarify what its contribution to implementation looks like in practice and how it can maximize effectiveness.

In 2019 Damilola Ogunbiyi was appointed as CEO and SEforALL 3.0 was launched the following year. A focus on implementation at country level was written into the 2021–2023 Business Plan. SEforALL used funding from the Global Energy Alliance for People and Planet (GEAPP) to provide support to Nigeria, which subsequently announced a commitment to net-zero CO₂ emissions by 2060 at COP26 in November 2021. The commitment was the result of work by SEforALL in collaboration with the Nigerian government throughout 2021.

KEY PLAYERS

Damilola Ogunbiyi, funders e.g., The Rockefeller Foundation, initiatives e.g., GEAPP, partner countries e.g., Government of Nigeria.

EVENTS AND ACTIVITIES

- Universal Integrated Energy Planning (UIEP).
- Nigeria country support.
- Energy efficiency work in Ghana and Kenya.
- RAGAs from 2013.
- Accelerators, Hubs, IPs, AAs, HIOs in 2016.
- Damilola Ogunbiyi appointed as CEO in 2019.
- Supported the Government of Nigeria in designing an implementation framework for the 5 million Solar Connections Project in 2020.
- SEforALL Business Plan 2021–2023.
- Nigeria Integrated Energy Planning Tool 2022.
- Launch of the UEF 2020.
- Country-focused work e.g., Malawi, Rwanda and Sierra Leone.
- First Forum in Africa in Kigali, Rwanda in May 2022.

Opinion is divided as to whether and how SEforALL should contribute to the implementation of sustainable energy activities. Similar themes came up both internally and externally.

“

SEforALL is now walking the talk [in Nigeria].

“

“She’s a results-oriented person. She’s focusing a lot on Nigeria, because that’s her strength. Makes sense, makes absolute sense. And I think the government there and the situation there lends itself to progress in this area. So it’s smart to rack up these victories.”

“

Damilola, I think she translates I think she’s doing a really, my impression is she’s doing a very good job of being able to translate down to the country level. Where Kandeh Yumkella translated to the UN system. Rachel did a lot of effort around the private sector, bringing the private sector to the table. And Damilola, her focus has shifted the target where she’s good at translating, I should say, I think she’s good at translating to the country level.

“

So one is you can have an implementation focus without being an implementer. And I think that’s one balancing act that in particular, the mini-grids, the facility work is going to test kind of where they should strike that balance. I think it’s always a hard one for many organizations to figure out. It’s easy to get tempted into crunchier and crunchier implementation.

“

There are so many other people who’ve already done that [implementation] and already got that. Why would you [SEforALL] do that yourself?

“

SEforALL, we need to examine its emphasis, whether they want to play a role more on the global scene versus the more on the ground scene. Now, obviously, the closer to the ground, the closer to the action, closer to the results, but proportionately significantly higher transaction [costs] and capacity will be needed to make it, otherwise you will be doing just one or two good things, spending all your capacity compared with the sort of ocean of opportunity – that is going to be seen to be having no impact. So, I think SEforALL, by origin, it started as a global entity. In my mind they should not lose that focus.”

“

“As soon as you are seen to be navigating things to your ends you are losing value here as an intermediary. Now if you’re kind of gradually trying to migrate from intermediary function to the implementer function that’s entirely [if it’s] strategically well-crafted. But they have to be determined to do it because you cannot do both very well in a way that is trusted.

SEFORALL CONTRIBUTION

The Review found plausible evidence SEforALL has contributed to meaningful in-country change by:

Bringing expertise and advocacy skills.

“

The clean cooking had not gotten the prominence like it does today, or the gaps that are needed for intervention as they were before. Not until SEforALL brought it up. And governments have been able to take it on as an area that needs urgent intervention.

“

I think there’s been some really important progress, especially around galvanizing countries around specific agenda and specific goals. There’s also been a bit of improvement in terms of really concrete deliverables in countries that projects or things that have been delivered in countries and also how they are clearly communicated and followed up.

Bringing connections with funders.

“

This [SEforALL] is a forum that should be used for those who are present to also notice the needs, the big needs that a country has, and the impact that the financial and other technical support that would get from stakeholders

Bringing local knowledge and access to decision-makers (although this seems to depend heavily on Damilola).

“

I think that because Damilola has access, and she’s a compelling figure. And she’s all that, that she can march into the Minister of Energy’s Office or the president’s office if need be.

“

I think they have also with Damilola now being the CEO good credibility and contacts to African countries in particular

Relevant parts of SEforALL’s core strengths	Relevant SEforALL impact themes	Relevant parts of SEforALL 3.0 TOC
<ul style="list-style-type: none"> • Action • Evidence • Convening power • Independent • Unique • Credibility • Culture • People 	<ul style="list-style-type: none"> • Country support • Enabling environments, policy, and regulations • SDG7 	<ul style="list-style-type: none"> • Innovative implementation models • Data and planning • Policy and enablers • Scalable models for country-driven action

SEforALL helped to prioritize access at COP26 and the High-level Dialogue on Energy

SEforALL's focus on access is widely recognized, and no other body is seen as having this remit. SEforALL appears to be in a unique position of championing the role of access in a just and equitable energy transition.

OVERVIEW

Since 2012, SEforALL has become increasingly central to the energy transition. By 2020, it had a central role in multiple processes.

- SEforALL partnered with the UK's COP26 Presidency on an Energy Transition Campaign and Council to support countries transition from fossil fuels to clean energy, with the CEO/SRSG named Co-Chair of the Council.
- The Energy Transition Council established in September 2020 is one of the key initiatives of the UK COP26 Presidency to promote and support ambitious clean energy targets in developing countries. The UK COP26 President and SEforALL's CEO are joint chairs. SEforALL is directly supporting these processes.
- SEforALL co-led preparatory processes of the UN High-level Dialogue on Energy (HLDE), with the CEO/SRSG named High-level Champion and Co-Chair.
- SEforALL advised the 2020 Presidency of the G20 Energy and Sustainability Working Group on energy access and led development of a G20 Initiative on Clean Cooking and Energy Access.

EVENTS AND ACTIVITIES

- HLDE 2021.
- Energy Transition Council 2020 onwards.
- COP26 2021.
- Advised 2020 Presidency of the G20 Energy and Sustainability Working Group on energy access and led development of a G20 Initiative on Clean Cooking and Energy Access.
- Clean Energy Ministerial 2012.
- Previous Forums in 2014, 2015, 2017 and 2018.
- Supporting the G20 in 2015.
- COP21 2015: SEforALL organized the Energy Efficiency segment of the Energy Day during COP21.
- Support to G20 and to COP in Marrakesh in 2016.
- Emphasis on formalizing partnership relations in 2016.
- Initiatives at the Climate Action Summit in 2019: The Three Percent Club; The Cool Coalition; Getting to Zero Coalition; and Climate Investment Platform.

SEFORALL CONTRIBUTION

The Review found convincing evidence SEforALL is making a central contribution to progress towards a just energy transition by:

Convening effectively to secure engagement and commitment to a just energy transition.

“

The convening and being the steward of that particular SDG. The thing that I shared with you in the beginning, that is incredibly, incredibly powerful, and there is literally no other organization that could do that, or should do it as a matter of fact, or who I could think of like, oh, maybe Rocky Mountain Institute could do it, that's not even the case. It is an SEforALL remit, and they do it really well. And nobody else should even try to mess with it.

“

I think the last couple of years, particularly through the High-level Dialogue on Energy, I think, finally, SEforALL has proven that this type of organization outside of the UN can actually add enormous value. And so I think it lived up to the initial expectations of when the decision was made to take this one out of the United Nations. Everybody hoped that this could happen in this way. But it took five, six years before to show the actual realities.

“

SEforALL's work with the UN and COP has been really important. And I'm really hopeful that there'll be another pavilion next year.

“

They're able to provide glue within that ecosystem that nobody else really can and nobody has the mandate to do.

Gaining the trust of diverse voices, particularly women and youth.

“

SEforALL has been quite helpful, for example, in bringing young people to the high-level dialogue process to have youth representatives participate in the technical working groups, in the ministerial dialogues in the high-level segment in September.

“

Damilola has been fantastic in elevating the voices of women in the... sustainable energy sector, and does it consistently [and] persistently, with a lot of appreciation for youth voices.

“

They brought [youth] into the design process for that really early on. Like I was saying that kind of shift in how they engaged [youth]. [Youth] were brought in as part of the core committee, designing what that space was going to look like.

Continuing to draw attention to SDG7 and access.

“

I see it as an important aggregator of ideas, or initiatives, or knowledge, around SDG7 and energy access as a whole. So and that's the role which I think it has played quite nicely at key moments in time like in the COP26 in Glasgow.

Relevant parts of SEforALL's core strengths	Relevant SEforALL impact themes	Relevant parts of SEforALL 3.0 TOC
<ul style="list-style-type: none"> • Action • Evidence • Convening power • Independent • Unique • Credibility • Culture • People 	<ul style="list-style-type: none"> • People and Planet • Social: gender, health, youth • Country support • Enabling environments, policy, and regulations • Energy sector/market development • Innovation • Finance • SDG7 	All

Raising ambition through UN Energy Compacts

SEforALL has pursued and promoted the concept of Energy Compacts across the sector, engaging with diverse stakeholders and bringing in new players. SEforALL has interrogated and challenged organizations' commitments. With a total of over USD 600 billion now committed in more than 200 Compacts, SEforALL is seen as the main driver of an initiative which is raising ambition.

OVERVIEW

Energy Compacts are a UN initiative that came out of the HLDE. SEforALL's CEO Damilola Ogunbiyi was High-level Champion and Co-Chair of the HLDE.

The Compacts are voluntary commitments from governments, NGOs and companies in which stakeholders commit to actions they will take to progress towards SDG7. The Energy Compact process in 2021 garnered 200 Energy compacts, with USD 600 billion of commitments to investment made by 38 countries and 150 organizations.

By the end of 2021, Energy Compacts had widespread buy-in as a concept from key UN agencies and increasingly from the critical UN Member States

KEY PLAYERS

UN-Energy, UNDP, SEforALL.

EVENTS AND ACTIVITIES

- HLDE in 2021.
- Energy Transition Council 2020 onwards.
- COP26 in 2021.
- G20 in 2020.
- Workshops on Energy Compacts 2021-ongoing.

SEFORALL CONTRIBUTION

The Review found convincing evidence that SEforALL contributed to the number, speed and ambition of Energy Compacts by:

Using evidence, convening power and advocacy to secure wider engagement and faster progress than would otherwise have been possible.

“

The Energy Compacts are a significant development. [SEforALL] isn't the only protagonist in that, but it's an essential one. And I think the way it has handled that is really powerful.

“

I think the first important one is the galvanization of Energy Compacts.

“

The support that we got was really very instrumental. And this helped us in having this compact concluded during COP 26. And it got prominence that we wouldn't have gotten if we didn't have the support of SEforALL.

The Review also found plausible evidence that SEforALL is bringing new stakeholders into the conversations around SDG7 and Energy Compacts.

“

You have through SEforALL lots of new stakeholders coming into this picture, people who have a lot of money, a lot of smart people.

Providing support and guidance to raise the ambition of individual compacts and to secure their conclusion.

“

They made a lot of space to have conversations, extensive conversations with organizations who they knew were putting forward compacts to work with them to refine focus, and potentially push them to be more ambitious.

Relevant parts of SEforALL's core strengths	Relevant SEforALL impact themes	Relevant parts of SEforALL 3.0 TOC
<ul style="list-style-type: none"> • Action • Evidence • Convening power • Independent • Unique • Credibility • Culture • People 	<ul style="list-style-type: none"> • People and Planet • Social: gender, health, youth • Country support • Enabling environments, policy, and regulations • Energy sector/market development • Innovation • Finance • SDG7 	<ul style="list-style-type: none"> • Global commitments to implement actions to meet SDG7 • Significant and Appropriate Finance for SDG7 Flowing Globally

Finance has been committed at a scale not seen before

Through the Compacts and other investments, SEforALL is helping to facilitate finance flows into sustainable energy at a new scale. Although there is still a long way to go, this level of investment draws new investors into the sector and provides confidence that there is a viable market. Taking GEAPP as an example of finance, the following exemplifies SEforALL's contribution to mobilizing finance.

OVERVIEW

GEAPP aims to extend renewable power access to 1 billion underserved people, avoid over 4 billion tons of carbon emissions and drive economic growth through the creation or improvement of 150+ million jobs. The Alliance was kickstarted through a USD 10 billion investment from The Rockefeller Foundation, IKEA Foundation and Bezos Earth Fund and aims to unlock USD 100 billion in public and private finance to reach these goals.

The Alliance was launched on 2 November 2021 at COP26, and marked the culmination of a collaborative process of Energy Compacts to which SEforALL contributed by acting as both a convener and implementation partner for the agreement.

KEY PLAYERS

UNDP, UN-Environment, The Rockefeller Foundation, IKEA Foundation, Bezos Earth Fund; African Development Bank Group (AfDB), Asian Development Bank (ADB), European Investment Bank (EIB), Inter-American Development Bank, International Finance Corporation (IFC), UK's CDC Group (CDC), US International Development Finance Corporation, and World Bank; Italy; UK; Denmark and SEforALL.

EVENTS AND ACTIVITIES

- HLDE.
- COP26 in 2021.
- Businesses and investors committed USD 50 billion toward the initiative's three objectives in 2012.
- The Ministerial Council of the OPEC Fund for International Development approved USD 1 billion for its Energy for the Poor initiative in 2014.
- European Investment Bank (EIB) committed to reviewing its energy portfolios in 2019.
- Cooling for All leveraged between USD 22 million and USD 30 million through partner initiatives by 2020.
- Energizing Finance series from 2018.

SEFORALL CONTRIBUTION TO GEAPP

SEforALL played a central role in the establishment of GEAPP. The Review found convincing evidence that SEforALL contributed by:

Advocating for GEAPP with the organizations involved.

“

I can say it [GEAPP] would not have happened without the championing of SEforALL and Damilola.

“

I don't think we would have those different kinds of funders and philanthropies in this space, if it wasn't for SEforALL kind of really championing it in different fora on different stages.

Providing evidence for GEAPP partners to use in making the case to their Boards to take part in the Alliance.

“

[GEAPP's] taken a lot of data and evidence building from SEforALL and just built on it.

Providing an implementation route for the Alliance through SEforALL's position as an independent organization that has both credibility and convening power.

“

SEforALL was fully on board with what [GEAPP] were trying to do, that it was kind of a co-traveller, and that it was going to be an advocate and the spokesperson for this work and didn't ever see GEAPP as a competitor of SEforALL but rather an opportunity to unify the sector even more. [That] signal was clearly being sent by SEforALL in all of its interactions.

The Review also found plausible evidence that SEforALL's presence in the GEAPP coalition persuaded others to join the Alliance and gave other philanthropic initiatives the confidence to pledge money to GEAPP.

“

I think to a significant extent [SEforALL was instrumental in getting GEAPP commitments... it certainly gave confidence to two major philanthropics that came in. So, you know, on a scale of one to 10, pretty high, probably an eight.

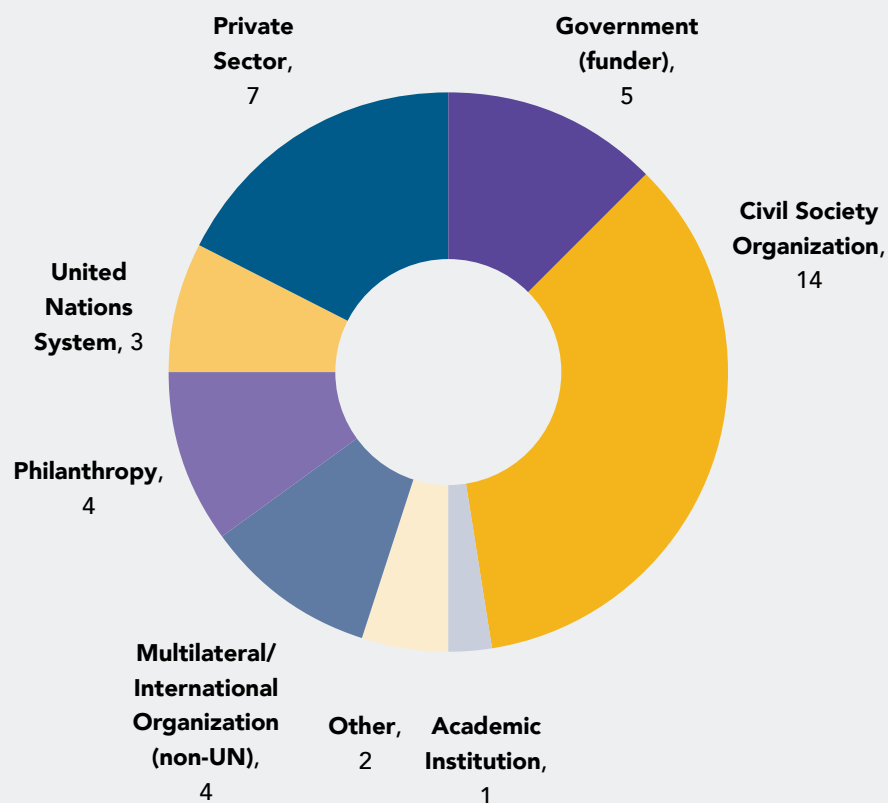
Relevant parts of SEforALL's core strengths	Relevant SEforALL impact themes	Relevant parts of SEforALL 3.0 TOC
<ul style="list-style-type: none"> Action Evidence Convening power Independent Unique Credibility Culture People 	<ul style="list-style-type: none"> People and Planet Social: gender, health, youth Country support Enabling environments, policy, and regulations Energy sector/market development Innovation Finance SDG7 	<ul style="list-style-type: none"> Significant and Appropriate Finance for SDG7 Flowing Globally Global commitments to implement actions to meet SDG7

Survey questionnaire

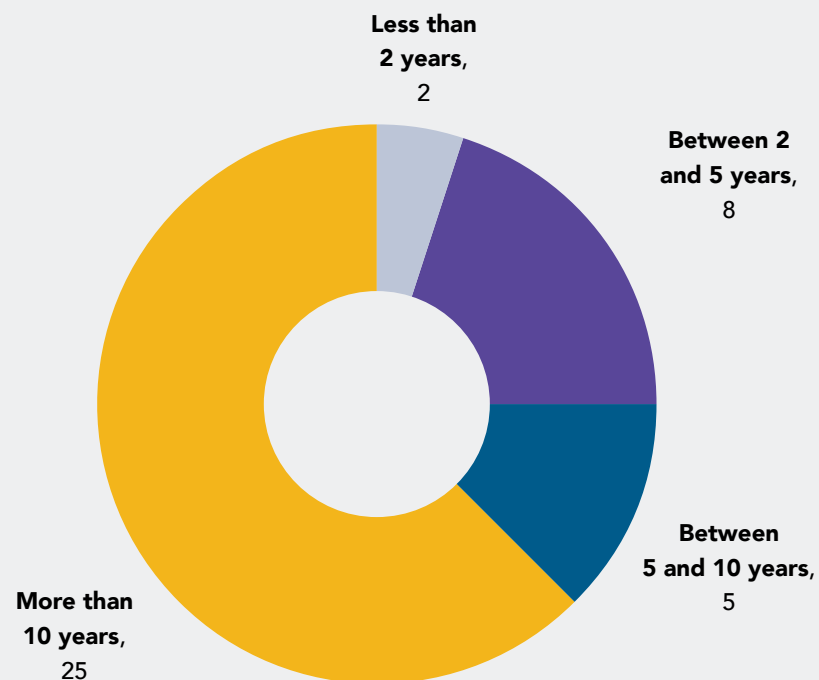
1. What type of organization do you currently represent?
2. How long have you worked in the sustainable energy sector?
3. In what role do you work, or did you work, with SEforALL? Please tick all that apply.
4. How long have you worked with SEforALL?
5. From feedback so far, we have identified eight attributes that our stakeholders believe SEforALL brings to its work that help it to generate impact, referred to below as potential core strengths. Please rank the top three of these potential core strengths in order of their importance to SEforALL's ability to deliver impact in its work (with '1' being most important and selecting N/A for statements you do not believe to be relevant).
6. Are there any other areas that you think are core strengths of SEforALL? Please explain.
7. We have identified five significant changes in the sector to which SEforALL appears to have made a major contribution. To what extent do you agree that SEforALL's contribution has been critical to these changes?
8. Are there any other significant changes in the sector to which you think SEforALL has made an important contribution? Please explain.
9. How do you think SEforALL could best use its strengths to contribute even more to the challenge of meeting SDG7? What difference could this make?
10. What do you think SEforALL would need to change about the way it works currently to make its contribution even more effective?
11. Have you worked with SEforALL on any of the following sustainable energy outcomes? Please tick all that apply.
12. Please tell us more about your collaboration.
13. What would you describe as SEforALL's greatest achievement(s)?
14. How likely are you to recommend and/or endorse the work of SEforALL to others in your network? (with 1 being least likely and 10 most likely)
15. Is there anything else you think we should know?

3. Survey results

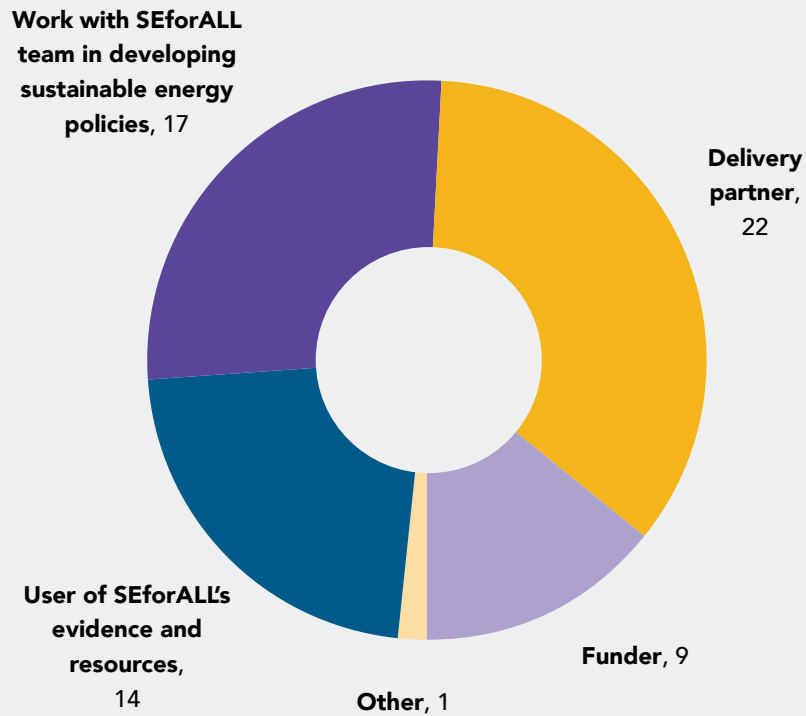
What type of organization do you currently represent?



How long have you worked in the sustainable energy sector?



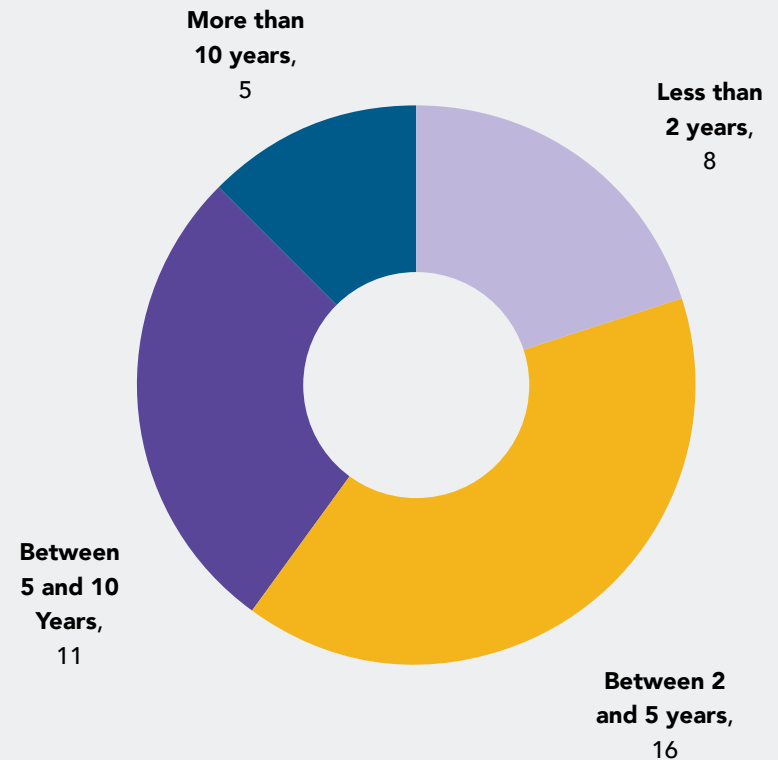
How do you work, or have you worked, with SEforALL?



Other:

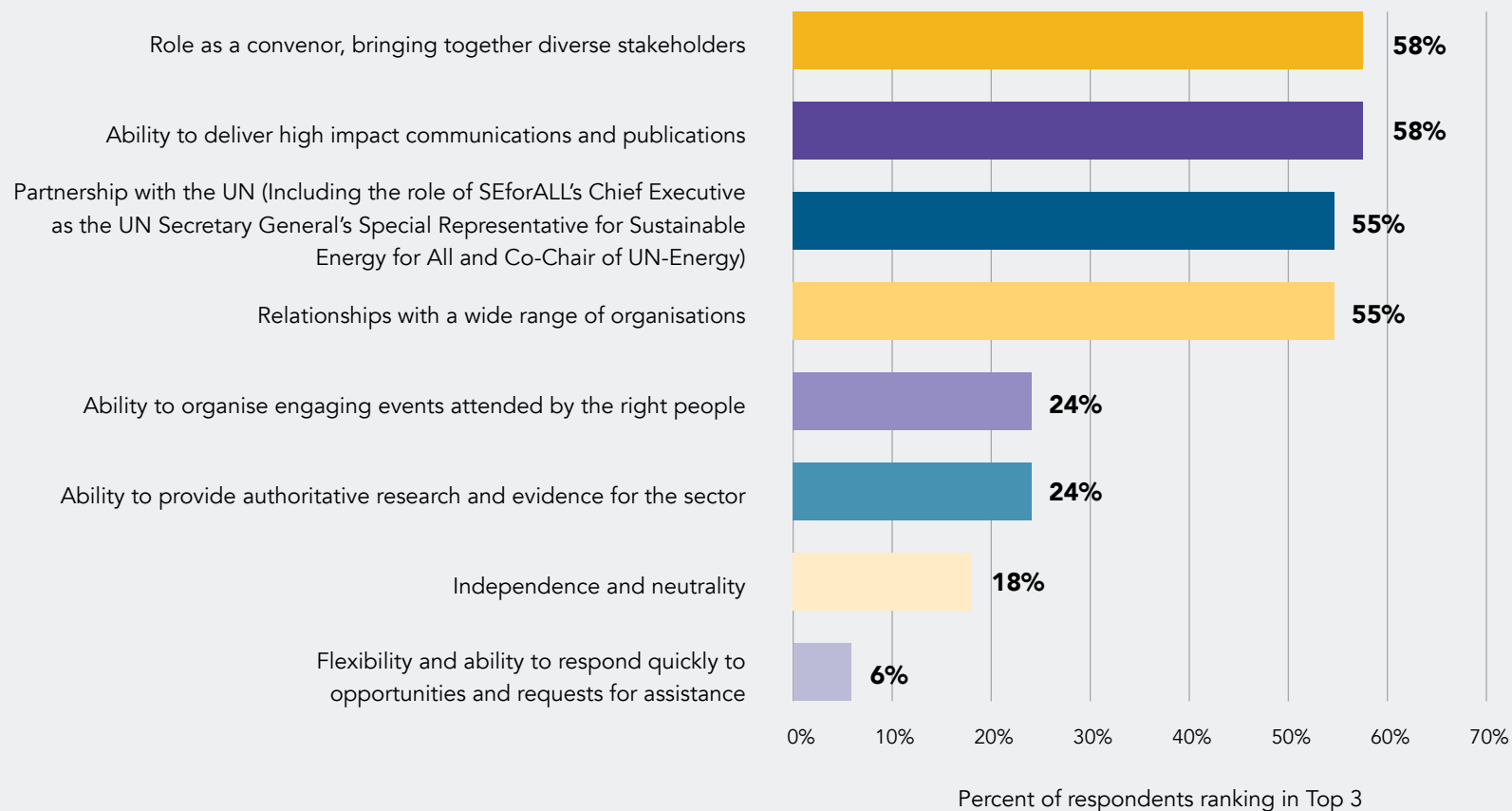
We have had varying levels of partnership over the years: doesn't neatly fit into these categories.

How long have you worked with SEforALL?



Potential core strengths

From feedback so far, we have identified eight attributes that our stakeholders believe SEforALL brings to its work that help it to generate impact, referred to below as potential core strengths. Please rank the top three of these potential core strengths in order of their importance to SEforALL's ability to deliver impact in its work (with '1' being most important and selecting N/A for statements you do not believe to be relevant).



Are there any other areas that you think are core strengths of SEforALL? Please explain.

“

Global action' or 'global focus' in my view is a key strength, in order for SEforALL to effectively deliver on the key role in global advocacy, ensuring SDG7 (and specifically access to off-grid solutions and clean cooking) are raised higher on the global political agenda. This is in my view is an essential role, to be able to influence country governments in improving the enabling environment for interventions towards SDG7.

“

Advocacy work.

“

Leadership in the field of energy access is essential and SEforALL is growing rapidly as the major and effective campaigner in the field.

“

Working with multiple MDBs on their relevant agendas in their concerned regions.

“

Ideas and projects that bring different organisations together.

“

Including CSOs and entrepreneurs in the dialogue.

“

Ability to do self-reflection.

“

Support of specific programmes such as the Energy Efficiency accelerators.

“

No.

“

Ability to bring a human angle to a largely scientific orientation around the need for a transition to sustainable energy - adding a dimension through a core focus that others will often miss.

“

SEforALL's staff are the core strength.

“

“The initiative brought key sectors together e.g., housing, transport, under the energy-efficiency banner.”

Four aspects were selected by more than half of respondents:

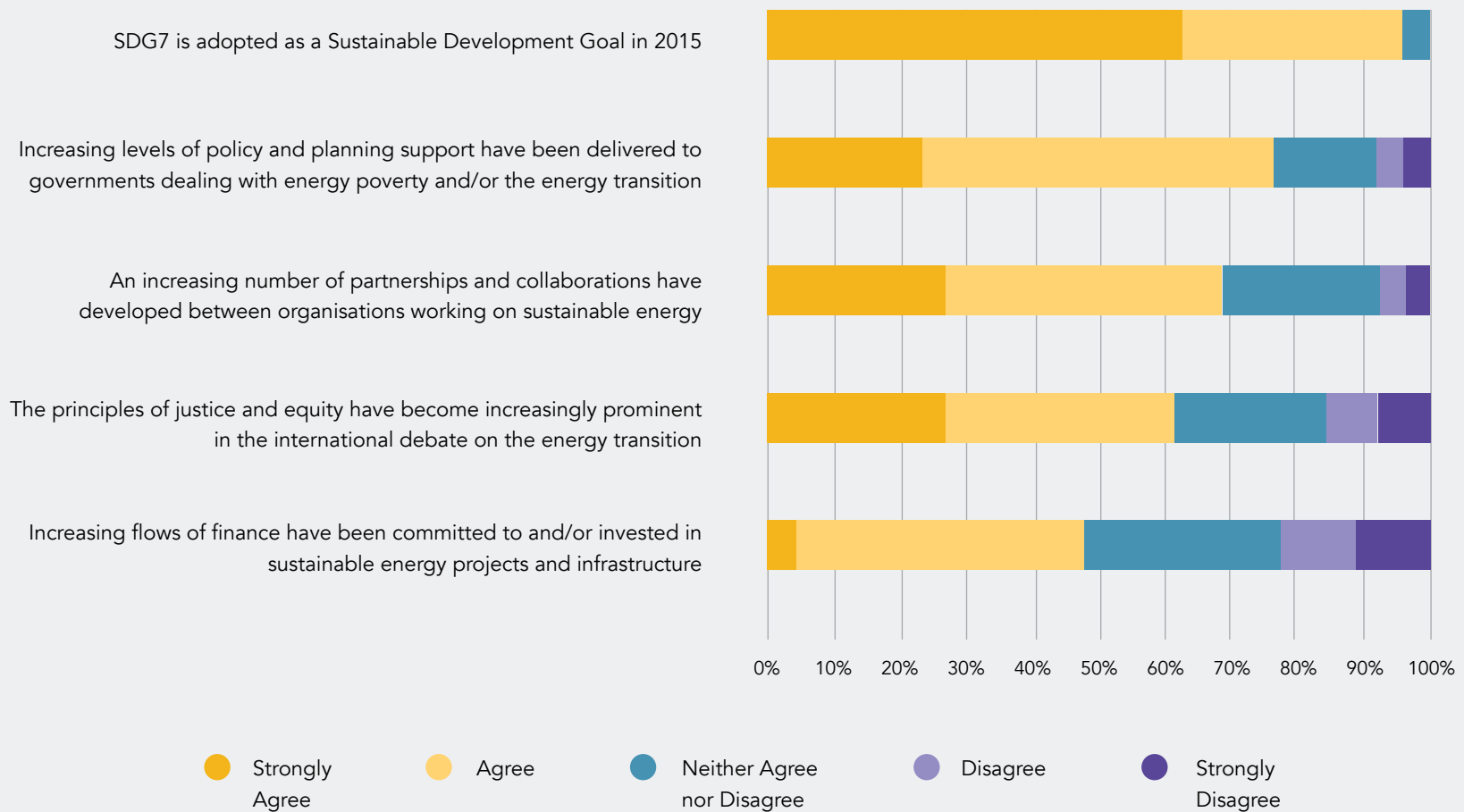
- SEforALL's convening role and, within that, bringing together diverse stakeholders.
- SEforALL's communications abilities.
- The relationship with the UN.
- SEforALL's relationships more widely.

SEforALL's activities — organizing events and providing research — were only chosen as core strengths by around a quarter of respondents and even fewer selected independence and flexibility as core strengths.

Some survey respondents mentioned other strengths, particularly SEforALL's advocacy skills and its leadership as a campaigner for energy access.

Was SEforALL’s contribution critical to these changes?

We have identified five significant changes in the sector to which SEforALL appears to have made a major contribution. To what extent do you agree that SEforALL’s contribution has been critical to these changes?



Are there any other significant changes in the sector to which you think SEforALL has made an important contribution? Please explain.

“

Regarding the question above, I find it difficult to judge especially when referring to 'the energy transition' (which is much broader than only energy access) or 'sustainable energy' in general. The key contribution of SEforALL has in my view been on raising the attention for energy poverty on the agenda. Tracking investment and working with governments to prepare them to set up investor friendly environments for hoped-for investors. This is a very critical activity which should be expanded.

“

More contribution to women and youth involvement within the sector.

“

Provide comparative data on main indicators for all countries.

“

Increased focus on the role of cities on sustainable energy and the clean energy transition.

“

No.

“

Highlighting the need for a coordinated approach to improving health facility electrification around the world and especially in Sub-Saharan Africa.

“

Brought attention to the key issue of efficiency.

“

Gender-focused activities, geared towards advancing equality/inclusion in the sector.

How do you think SEforALL could best use its strengths to contribute even more to the challenge of meeting SDG7?
What difference could this make?

“

I have to admit that I don't understand exactly how visibility inside the UN system can mobilize more money for the sector (I just don't understand the system), but SEforALL is uniquely positioned here and did a great job getting the HLDE put together. It would actually be good to hear at the Forum about how we all can best engage with the UN, following SEforALL's lead.

“

I would prefer to see SEforALL regain its focus on global advocacy and influencing country governments in raising SDG7 on the national policy agenda. I'm afraid that SEforALL's current increased activity at country level (in some cases more of an implementer role) weakens SEforALL's effectiveness at the global advocacy level. (This is irrespective of the fact that there are implementers active in countries that could very well take the implementer roles - it's not SEforALL's core strength and distracts from its most important roles).

“

Work with and equip governments to strengthen their resolve to reach their goals.

“

Provide more prominence and prioritize Energy Efficiency in the bulk of SEforALL's Activities.

“

Focus on convening and connections (rather than implementation) and compiling high-quality info from/for stakeholders.

“

Networking and Innovative financing approaches.

“

Keep the focus on the question and try to scale up the transition. More focus on action than research.

“

Focus on tangible, measurable outcomes based on valid indicators. Mobilize local actors.

“

Dealing with inequalities and injustice in the sector for local entrepreneurs and businesses. Dealing with funding inequalities within the sector.

“

Continue to make the case for efficiency.

“

Leverage financing for clean cooking solutions.

“

Highlight the gap in achieving SDG7 by 2030 in each country focusing on the ones lagging behind and work together with partners to make sure strategies are in place to meet the goals and monitor the evolution each year. Develop an international ranking like "Doing Business" but for Energy Access.

“

SEforALL could use its strategic position and strong partnerships with those in the sector to drive up awareness of SDG7 benefits outside the sector. There is still too much talking to ourselves and not enough noise outside the box.

“

Brokering more partnerships and amplifying success stories.

“

As a continued and consistent convenor of parties and varied parties that discuss and implement vital energy policies and overcome hurdles.

“

Catalyze investment in global platforms and programmes with partner organizations.

“

Showcasing examples of those with scalable solutions.

What do you think SEforALL would need to change about the way it works currently to make its contribution even more effective?

Open-ended Response

“

When I think about the best experiences with SEforALL over the years, I recall how in 2015 there were more opportunities for the sector in front of the UN; it would be great to see SEforALL facilitate more cross-pollination between country leaders and the energy access ecosystem. I also think expanding the role of partners and emphasizing the good work of others will help lift all boats; several organizations in the energy access sector felt diminished by the Business Plan that failed to acknowledge all but a few actors as partners of focus. And, per earlier comments, develop a strategy for the sector to engage with the UN, as many of us don't really "get it" and need help being more effective.

“

See comment above: reduce implementing roles aimed at interventions at the country level, and re-focus on a global advocacy role.

“

More hands-on work in collaboration with their partners. The Power Africa partnership comes to mind which could possibly be replicated with other donors government/ private.

“

Do not try to serve all purposes or go beyond the scope, such as attempting technical assistance for implementation.

“

Recognize that your team may "connect the dots" and recognize a powerful solution while also not necessarily being the best team to implement it. That's ok!

“

Strengthening relations with other important organizations in the energy sector (regional energy centre, etc)

“

Same as above. More focus on action rather than finding the right argument. Focus less on research. There should already be compelling evidence on what works.

“

Better integration with energy partners in the UN system.

“

Listening to the voices of local entrepreneurs and businesses.

“

Work more at a national level with local partners.

“

Greater investment in communications to reach beyond the sector.

“

More accessible.

“

By having a diverse and varied approach that tackles the problem from multiple angles.

“

Leverage the private sector for increased financial support and technical assistance.

“

Stop dealing with multinational companies that have metamorphosed into philanthropic charities while indirectly commercializing aid and funding.

“

More flexible, more funding, more responsive.

“

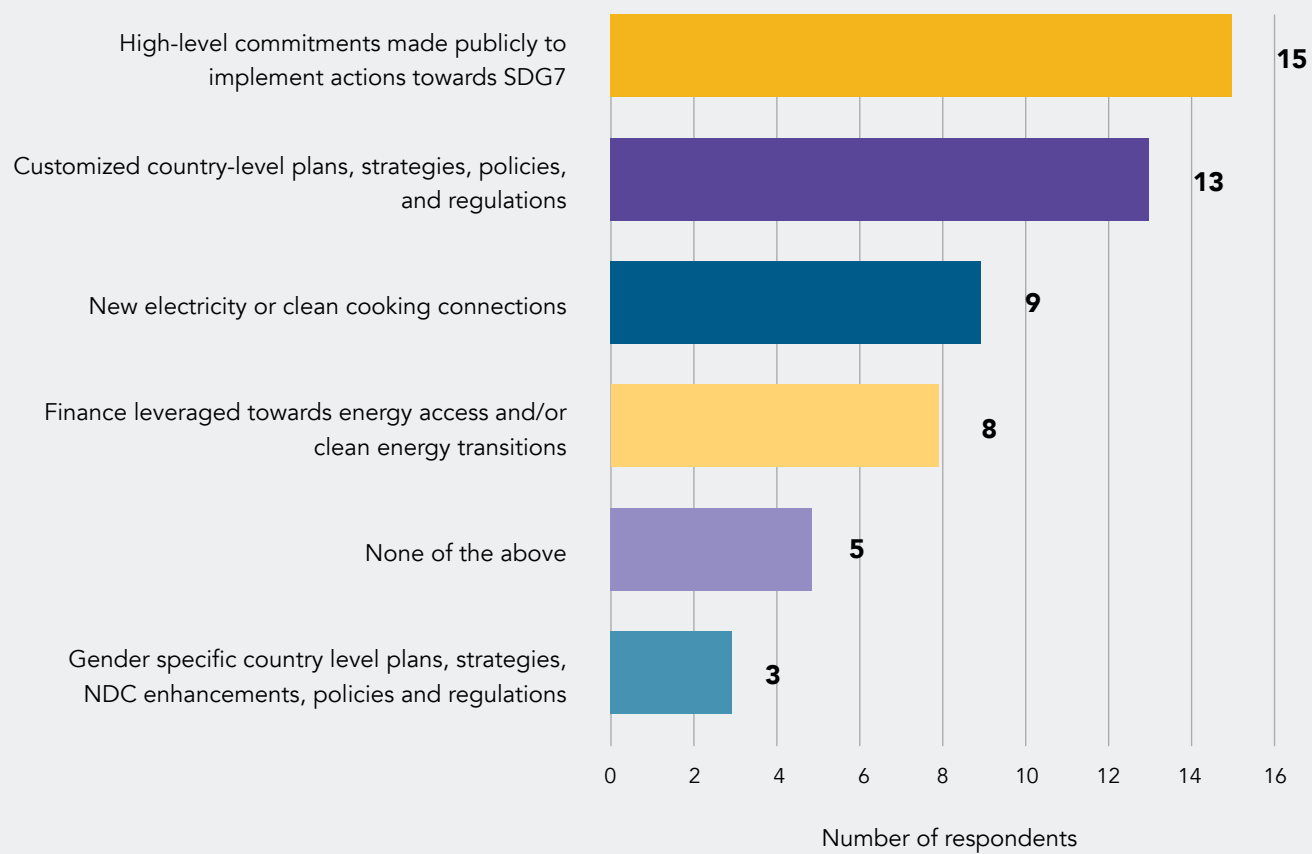
Adding more resources to the energy efficiency work.

“

Making it more accessible by selecting effective in-country focal points.

Have you worked with SEforALL on any of the following?

Have you worked with SEforALL on any of the following sustainable energy outcomes? Please tick all that apply.



High-level commitments made publicly to implement actions towards SDG7

“

We engaged in the HLDE, joined commitments and facilitated the creation of a commitment from a country's government.

“

Statements at meetings such as Rio+20, Lisbon, etc.

“

Coal to clean.

“

Worked on producing Action Plans.

“

We signed on to some of these for COP26.

“

Energy Compact.

“

[Name of organization] supports the United Nations Decade of Sustainable Energy for All (SE4ALL).

“

Joined international meetings regarding high-level commitments

“

Three Percent Club.

“

We supported the transport energy efficiency accelerator.

“

Energy efficiency accelerators and Three Percent Club.

“

Sub-Saharan Africa country studies.

“

Country-level engagement for the clean energy transition.

“

[Name of organization] at country level participated in the development of SEforALL action plans in various countries.

“

Participated in the development of investment prospectuses.

“

Contributed evidence and funded other contributors.

“

Input on documents.

“

Supported several countries in Africa on country-level action plans and roadmaps.

“

Building Efficiency and Zero Carbon Building Accelerator.

“

Member of M&E team in initial preparations of investment agenda, clean cooking, etc.

Customized country-level plans, strategies, policies, and regulations

Finance leveraged towards energy access and/or clean energy transitions

“

Regular contact with SEforALL in the development of the UEF; review of Energizing Finance report.

“

Not enough information available to offer an opinion. This too is an issue that needs to be dealt with. UE.

“

Joined the finance committees of several countries on the same.

New electricity or clean cooking connections

“

I guess this was not 'working with SEforALL', but in some cases our local implementation projects were developed as part of the SEforALL Action agenda as adopted by government.

“

UEF.

“

Support for clean cooking alliance in initial stages of establishment.

Gender-specific country-level plans, strategies, NDC enhancements, policies and regulations

“

I guess this was also not really 'working with SEforALL', but [name of organization] is engaged in several policy/multistakeholder processes in the countries aimed at gender integration in country plans/regulations/NDCs.

“

Input on documents and strategies.

“

Mainstreaming gender into energy projects, training and capacity building.

What would you describe as SEforALL's greatest achievement(s)?

“

Getting SDG7 established; Kandeh was amazing in his role.

“

Creating a central platform for increasing awareness of SDG7 and for advocating about action.

“

Getting and keeping SDG7 on the global agenda!

“

That it has evolved, survived, and grown in the years the past 10 years. It is now recognized for their work and is I believe reaching levels of predictable financial support to be firmly established.

“

Raising the importance of energy access within the UN and SDGs.

“

The importance and awareness of SDG7 is obvious.

“

Putting energy on the UN map.

“

SEforALL has many achievements: Partnerships & collaborations. Work to accelerate SDG7. Work on women's participation. Work on finance including the different financing reports. Resources including reports, webinars & different events. PCA. Annual Forum. Energy Compact Agreements.

“

SDG7 adopted in most countries (the main issue is by when...).

“

SDG7.

“

SDG7.

“

Great publications.

“

Development of the energy efficiency accelerator platform and the Cooling for All programme.

“

Contributed immensely to SDG7 commitments.

“

Garnering attention for its issues.

“

Highlighting the need to address energy poverty.

“

Mainstream SDG7 goals.

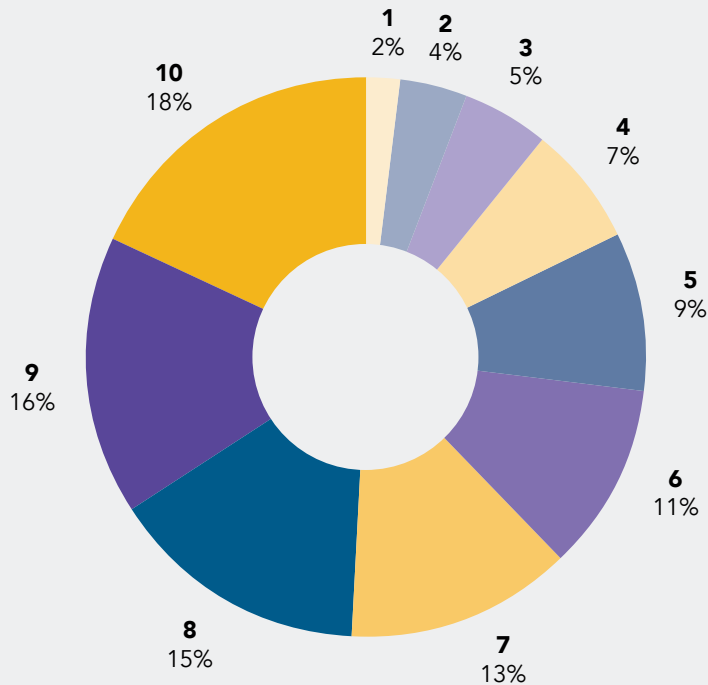
“

Convening annual conference.

“

Excellent work in raising awareness of issues of access.

How likely are you to recommend and/or endorse the work of SEforALL to others in your network? With 1 being least likely and 10 most likely



Mean 7.43

Is there anything else you think we should know?

“

To be very open: I have to admit that I put 'only' a 7 in question 14, as I believe in the recent years SEforALL has moved away from its core strengths and roles, and (consequently?) the link with partners has weakened. I get the sense that this is partly because of funding, that SEforALL is moving in the direction where funding is available (and insufficient funding is available for the global advocacy role). This is understandable, but a pity!

“

Not at the moment but I will continue to think about this, and contribute in however is useful.

“

I think SE4ALL needs to provide a voice on the current inequalities within the sector with regards to funding for local entrepreneurs and businesses. In order to achieve SDG7 we need more local involvement and to close the funding gap.

“

It has been a pleasure to work with [name of staff member] over the years.

“

No.

“

SEforALL plays a unique role in this space bringing the human and equity orientation that strengthens the case for change and an equitable transition to a clean energy future. SEforALL has stayed true to this core area of focus allowing it to collaborate successfully with others in the growing ecosystem pushing for a sustainable energy future.

“

You need to give energy efficiency more profile. You always had three core areas of interest and this one seems to have dropped completely.

4. Best experience

During the Review, we asked staff and external stakeholders what their best experience working at or with SEforALL had been. The best experiences staff have had include:

A feeling of 'magic' at events such as the Forum or COP, specifically the attitude where everyone pitches in and seeing SEforALL's power in the sector.

“

In events a certain magic that happens, which you don't normally see.

“

What I enjoyed the most is just you can see the mentality or what SEforALL is about where everybody just jumps in and helps. And at the end of the day, you have a director picking up trash, just because somebody needs to quickly clean up. So it doesn't really matter who you are or what you do. Everybody just works together to make sure the event is a success. And I think that's what partners or people who attend our events also see, that there's this motivation and drive, and it's the personality of the organization coming through.

“

[The forum is a] representation of how powerful SEforALL are in terms of convening people and bringing people in the last mile, and women and youth into one Forum and [seeing] how much power we really do have in the sector. And it was really inspiring for me to see that. So that would be my best memory.

The respect that SEforALL has externally and the renewed partnership interests.

“

For the last few years, there's been this renewed interest in working with SEforALL, be it from the government side, or from the partners' side. So I think there's excitement again, and true, honest, interest from partners to really come together and work together and do more in this space.

“

And it's interesting to know that a lot of people are familiar with the organization and are somehow keen to support.

The mission of SEforALL.

“

Working in an organization whose mission is very aligned with my own interests, professional interests and background.

“

And I'm very passionate about our mission. And so that gets me up every day. And that makes me feel really excited about the work every day.

The creativity and flexibility staff members have to provide solutions.

“

We're able to have quite a lot of room for bringing in new ways of doing things, there seems to be an openness to that. So I love that aspect because it allows for creativity, in terms of whether it's the way we do things or new ideas. So that's been really exciting.

“

So I think for me, the most rewarding experience was taking that concept and bringing it to life.

The people.

“

I think one of my great pleasures at SEforALL is working around brilliant people who always work hard to keep the ball moving.

Events were also mentioned as best experiences by external interviewees, particularly in bringing all relevant stakeholders into one room, and also including people who otherwise might not have been involved in processes.

“

Being able to bring a lot of young people to the last COP, I think that that for me would count as a good experience, or probably best engagement, because we were able to bring through the support and connections [of SEforALL] a good number of young people to the COP26, and they had a good experience.

One interviewee spoke about how the Lisbon forum helped them meet all the important stakeholders.

“

The SEforALL forum in Lisbon, ... I always say that I'm so grateful to them, because they pretty much allowed me to meet with all the important stakeholders in my sector in four days. And so I literally just sat down with my [colleague] in one part of where the venue was, and just had probably 30 meetings in three days. Yeah. It was long, but also really just fascinating. And super efficient and effective.

Partners reported on SEforALL being useful to them, providing advice and resources, and mentorship as well as the staff being a pleasure to work with.

“

I think I've also leveraged a lot of mentorship out of SEforALL that's been really valuable for me.

“

The team itself, the people we interact with, are so great, and really knowledgeable, friendly, super passionate, and really good partners, they respond quickly. That makes them a pleasure to work with.

5. Document list

List of documents reviewed include:

Year	Name of Document	Folder Name
2011	A Vision Statement by Ban Ki-moon Secretary-General of the United Nations – Sustainable Energy for All (SEforALL)	2011
2012	SEforALL - A Framework for Action - The Secretary-General's High-level Group on Sustainable Energy for All, January 2012	2012
2012	International Year of, 2012 Report of the Secretary-General	2012
2012	United Nations Decade of Sustainable Energy for All Report of the Secretary-General	2012
2012	Report of the Co-Chairs of the Secretary-General's High-level Group on Sustainable Energy for All	2012
2012	SEforALL: Technical Report of Taskforce 1 in Support of the Objective to Achieve Universal Access to Modern Energy Services by 2030	2012
2012	SEforALL: A Global Action Agenda	2012
2012	SEforALL: A Framework for Action The Secretary-General's High-level Group on SEforALL, January 2012	2012
2012	World Bank ESMAP presentation of SEforALL	2012
2012	2012: The International Year of Sustainable Energy For All	2012
2013	SEforALL 2013–2015 Strategic Work Programme	2013

2013	First Consolidated Annual Progress Report of the SE4All Multi-Donor Trust Fund (Report of the Administrative Agent of the SEforALL MDGF for the period 1 January – 31 December 2013)	2013
2013	SEforALL Global Facilitation Team Business Plan 1 July 2013 – 30 June 30 2016	2013
2013	Country-Level Action SE4ALL Activity Report: An Update	2013
2013	Progress Report January–June 2013	2013
2013	Executive Committee Chair Progress Report, November 2013	2013
2013	SEforALL Global Tracking Framework	2013
2013	SEforALL Global Tracking Framework PPT	2013
2013	SEforALL Final Report Submitted to Norwegian Agency for Development Cooperation by the United Nations Foundation	2013
2014	Second Consolidated Annual Progress Report of the SE4All Multi-Donor Trust Fund (Report of the Administrative Agent of the SEforALL MDGF for the period 1 January – 31 December 2014)	2014
2014	SEforALL 2014 Annual Report	2014
2014	Sustainable Energy for All (SE4ALL): Some highlights to date	2014
2014–2015	2014–2015 Spending Plan	2014

2014–2015	SE4ALL Africa Hub Annual Report	2015
2015	Third Consolidated Annual Progress Report of the SE4All Multi-Donor Trust Fund (Report of the Administrative Agent of the SEforALL MDGF for the period 1 January – 31 December 2015)	2015
2015	SEforALL Newsletter	2015
2015	SEforALL Clean Energy Mini-Grids High-Impact Opportunity: 2015 Annual Report 2015	2015
2015	Handing over note of Dr. Kandeh Yumkella, CEO, SEforALL	2015
2016	Fourth Consolidated Annual Progress Report of the SEforALL Multi-Partner Trust Fund	2016
2016	Sustainable Energy for All Business Plan I 2016–2021	2016
2016	SEforALL Strategic Framework for Results I 21 June 2016	2016
2016	SE4ALL Formative	2016
2017	SEforALL 2017 Workplan	2017
2017	2017–2019 Monitoring, Evaluation, and Learning (MEL) Framework	2017
2017	Going Further Faster – Together, 2017 Annual Report	2017
2017	2017 Annual Report Annex Monitoring Review	2017
2017	Going Further Faster – Together, 2017 Annual Report	2017
2017	2017 Annual Report Annex Monitoring Review	2017
2017	SEforALL Forum Report	2017
2018	SEforALL 2018 Workplan	2018
2018	SEforALL 2018 Annual Report	2018
2018	2018 Annual Monitoring Review	2018
2018	SEforALL Forum 2018 Leaving No One Behind	2018

2018	Mid-Term Formative Evaluation Sustainable Energy for All	2018
2018	Mid-term Evaluation of the Support to SEforALL Coordination, Dissemination and Tracking the Global Effort	2018
2018	Annex 8 Background on SE4All	2018
2019	SEforALL 2019 Workplan	2019
2019	SEforALL 2019 Annual Report	2019
2019	2019 Annual Monitoring Review	2019
2019	2019 SEforALL Charrettes Report	2019
2020	Driving Bold Action Toward 2030 – 2020 Annual Report	2020
2020	SEforALL 2020 Annual Monitoring Review	2020
2020/2021	SEforALL Business Plan	2020
2020	SEforALL Annual Programme Progress Report 2020 [Clean Cooking]	2020 Annual Progress Reports
2020	SEforALL Annual Programme Progress Report 2020 [Cooling for All]	2020 Annual Progress Reports
2020	SEforALL Annual Programme Progress Report 2020 [Corporate Communications]	2020 Annual Progress Reports
2020	SEforALL Annual Programme Progress Report 2020 [Energy Efficiency]	2020 Annual Progress Reports
2020	SEforALL Annual Programme Progress Report 2020 [Energy Finance]	2020 Annual Progress Reports
2020	SEforALL Annual Programme Progress Report 2020 [IRSP]	2020 Annual Progress Reports
2020	SEforALL Annual Programme Progress Report 2020 [Powering Healthcare]	2020 Annual Progress Reports
2020	SEforALL Annual Programme Progress Report 2020 [PRF]	2020 Annual Progress Reports

2020	SEforALL Annual Programme Progress Report 2020 [RBF]	2020 Annual Progress Reports
2020	SEforALL Annual Programme Progress Report 2020 [SEforALL Forum]	2020 Annual Progress Reports
2020	SEforALL Annual Programme Progress Report 2020 [UIEP]	2020 Annual Progress Reports
2020	SEforALL Annual Programme Progress Report 2020 [UN Energy]	2020 Annual Progress Reports
2020	SEforALL Annual Programme Progress Report 2020 [Women at the Forefront]	2020 Annual Progress Reports
2012	Accenture, Sustainable-Energy-for-All-The-Business-Opportunity	Miscellaneous
2013	Africa Hub Draft TORs_agreedversion-vie-hv-903	Miscellaneous
2016	Background paper partnerships final	Miscellaneous
2013	SE4ALL EXCOM Global Tracking Preview-vie-hv-903	Miscellaneous
2018	Final Evaluation of the UN Environment Project	Evaluations
2020	Review of SEforALL Aide Memoire	Evaluations
2018	Final Evaluation of the UN Environment/GEF Project Scaling up the Sustainable Energy for All Building Efficiency Accelerator (2016–2017)	Evaluations
2018	Mid-Term Formative Evaluation SEforALL	Evaluations
2016	SE4ALL Formative Evaluation 2013–2016	Evaluations
2017	Heatmaps	Supporting documentation
	SEforALL Governance history and timeline of key developments	Supporting documentation
2021	SEforALL Summary of Results 2011–2021	Supporting documentation

The Review also included the following:

Folder Name
Country Action Agendas
Country Folders
Country Investment Prospectuses
Rapid Assessments Gap Analyses
Intervention Monitoring Reports 2017-2019

7. Sample process tracing table

Outcome	SEforALL made a significant contribution to the establishment of the Global Energy Alliance for People and Planet and the associated mobilisation of 10 billion dollars		
Description of outcome	The Global Energy Alliance for People and Planet (GEAPP) aims to extend renewable power access to 1 billion underserved people, avoid over 4 billion tons of carbon emissions and drive economic growth through the creation or improvement of 150+ million jobs. The alliance was kickstarted through the Rockefeller Foundation, IKEA Foundation and Bezos Earth Fund and aims to unlock \$100 billion in public and private finance in order to reach these goals.		
Parties involved	SEforALL, UNDP, The Rockefeller Foundation, IKEA Foundation, and Bezos Earth Fund; African Development Bank Group, Asian Development Bank, European Investment Bank, Inter-American Development Bank, International Finance Corporation, UK's CDC Group, US International Development Finance Corporation		
Relevant Activities	<ul style="list-style-type: none"> •The UN High-Level of Dialogue on Energy for which SEforALL's CEO was named High-level Champion and Co-Chair. GEAPP was one of the Energy Compacts which came out of this process. •The launch of GEAPP at COP26 by the CEO of Rockefeller Foundation Rajiv Shah and COP26 President Alok Sharma. 		
Overall Strength	SEforALL played a practical role in both providing evidence for the establishment of the Global Energy Alliance for People and Planet, and in convening and persuading others to join the initiative. Although SEforALL did not originate the idea, they provided a route and means of implementation to implement the initiative, and by doing so gave confidence to and brought others on board into the alliance, including Ikea and the Bezos Earth Fund.		
SEforALL's practical role in convening and persuading			
Evidence			
Category			
Source			
Link to evidence			
Strength			
Reason/comment on Strength			
Providing evidence			
Evidence			
Category			
Source			
Link to evidence			
Strength			
Reason/comment on Strength			
Providing an implementation route			
Evidence			
Category			
Source			
Link to evidence			
Strength			
Reason/comment on Strength			

8. Cross-organizational KPI database

A cross-organizational KPI database has been developed by SEforALL with steps being taken to publish the data in the future.



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