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## Monitoring, Evaluation, and Learning (MEL) Framework

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# SUSTAINABLE ENERGY FOR ALL

## MONITORING, EVALUATION, AND LEARNING

### FRAMEWORK

#### CONTEXT

This Monitoring, Evaluation, and Learning (MEL) Framework lays out how the SEforALL organization monitors its resources, its activities, and its results; how periodic assessments and analyses will guide and accompany implementation; and how the information generated from monitoring and evaluation will be reflected upon and used to improve SEforALL's performance.

The SEforALL organization's mission is to help leaders mobilize the investments and broker the partnerships

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**The SEforALL Organization:** The SEforALL organization (also "Global Team") is an international Non-Governmental Organization, incorporated in Austria under the legal format of "Quasi-International Organizations." The Global Team supports a multi-stakeholder platform—the "movement"—focused on the delivery of Sustainable Development Goal #7: Sustainable Energy for All. Leveraging a network of high-value partnerships, SEforALL draws on and engages governments, business, and civil society. SEforALL has strong ties with the UN, formalized through a relationship agreement.

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necessary for implementing actions towards sustainable energy for all with the understanding that both—investments and partnerships—are essential for such actions to be successful (and to "go further faster"). The SEforALL organization—as part of and in support of the SEforALL sustainable energy for all movement—pursues its overarching goal to substantively contribute, by 2030, to advancing progress on three main objectives: (a) ensuring universal access to modern energy services; (b) doubling the share of renewable energy in the global energy mix; and (c) doubling the global rate of improvement in energy efficiency. A key element of the underlying rationale is that "frontloading" efforts to meet the energy access goal will be necessary and possible through progress on energy efficiency and renewables. Importantly, both will help create an energy system that takes up less planetary space and keeps emissions to levels that allow fulfillment of the Paris Agreement. This MEL framework should thus be understood in the context of—but not as part of—the monitoring arrangements associated with the Sustainable Development Goals (SDGs).<sup>1</sup> As part of the 2030 agenda, and as agreed by the General Assembly, the indicators and monitoring for SDGs is a separate process. Reporting on SDG 7 will take place, for the first time, at the 2018 HLPF, with data provided by, among others, the SEforALL Knowledge Hub, and made accessible by the SEforALL Global Team.

Ensuring access to affordable, reliable, sustainable, and

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<sup>1</sup> <https://sustainabledevelopment.un.org/index.php?page=view&type=400&nr=2013&menu=35>

modern energy is part of the broader suite of commitments made by the UN's 193 member states towards 17 Sustainable Development Goals (SDGs) by 2030. Progress towards the energy goal—SDG 7—will be needed to achieve many of the other goals. As a global community, the world needs to move faster to meet this challenge. Many countries are taking action, but more rapid progress is necessary. The April 2017 Global Tracking Framework<sup>2</sup> of Sustainable Energy for All reports that global electrification had reached 85.3 percent in 2014—a modest improvement since 2012, still leaving some 1.06 billion people with no access to electricity. At the same time, only 57.4 percent of the world's population were found to have access to clean cooking, just a slight increase over 2012. Indeed, the total number of people *without* access to clean cooking had risen from 2.9 billion to 3.04 billion, indicating that efforts to advance access are not keeping up with population growth. Despite progress made in technology and falling prices in the electricity sector, particularly for solar and wind, the gains in renewables in the energy mix had been a fraction of what is needed to meet global ob-

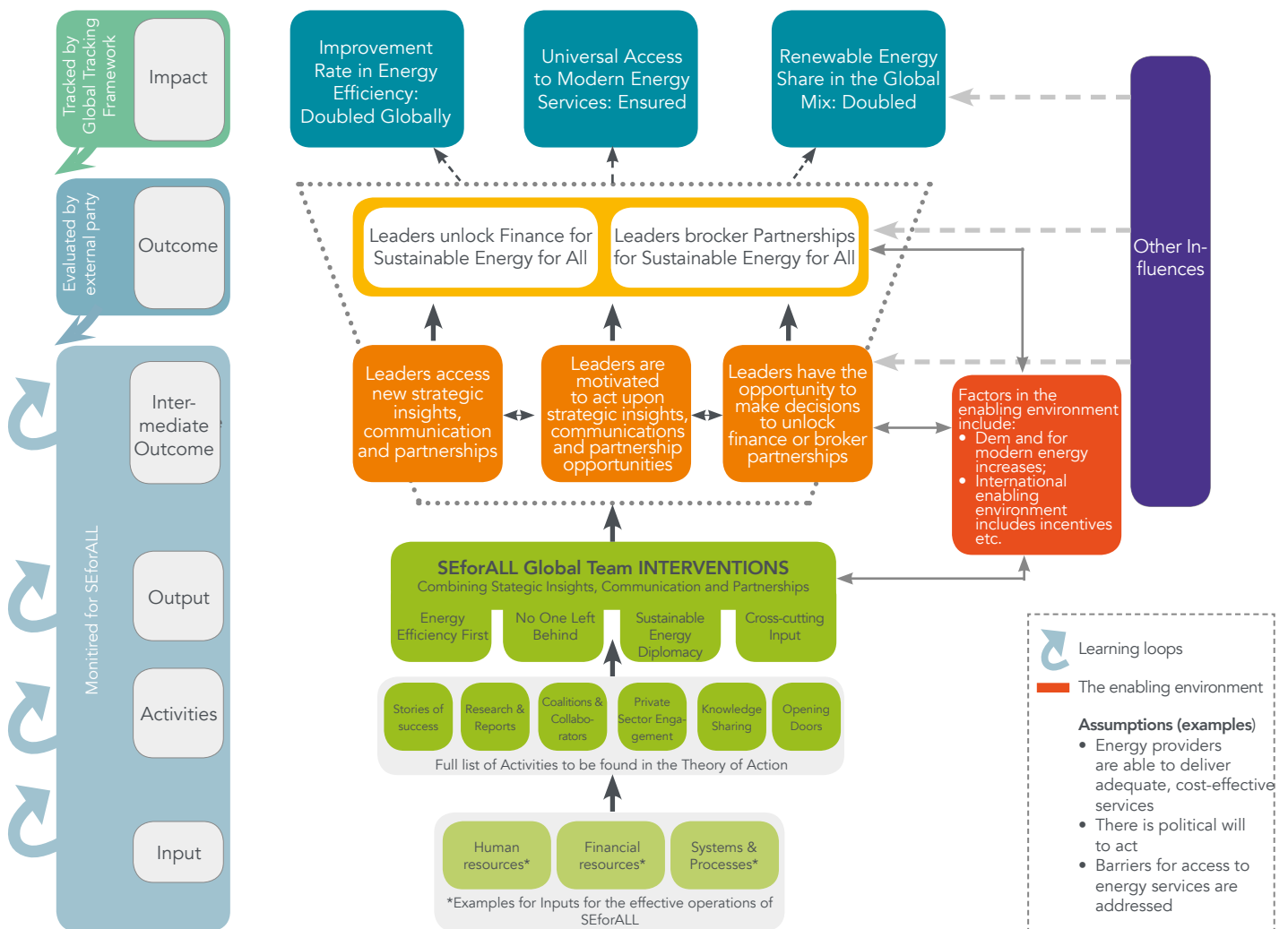
jectives. By 2014, the share of renewable energy in total energy consumption had climbed to 18.3 percent, a slight acceleration since 2010 but nowhere near fast enough to double its share to the 36 percent aimed at for the 2010-30 period. Countries that have set aggressive targets for renewable energy are seeing rapid progress; they now need to be joined by others. Progress in energy efficiency has gained momentum, in industry, agriculture, services, and transport. The energy intensity of the global economy improved, between 2012 and 2014, by a 2.1 percent compound average annual growth rate, still falling short of but getting closer to the SEforALL objective of -2.6 percent. Yet, improvements in the efficiency of thermal power generation and power networks had been relatively slow and the fast-growing residential sector had become more—rather than less—energy intensive. Investment in energy efficiency, the report finds, needs to increase by a factor of three to six from the current \$250 billion a year to reach the 2030 objective. Across all three SEforALL objectives, financial flows are currently at only about one-third of the \$1.0-1.2 trillion per year required.

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<sup>2</sup> [http://www.se4all.org/sites/default/files/GTF%20Executive%20Summary%202017\\_0.pdf](http://www.se4all.org/sites/default/files/GTF%20Executive%20Summary%202017_0.pdf)

# SEforALL'S PROGRAM THEORY<sup>3</sup>

FIGURE 1: DIAGRAM ILLUSTRATING THE SEforALL GLOBAL TEAM'S PROGRAM THEORY<sup>4</sup>



Note to the Diagram: The Theory of Action is embedded at the Activity Level. (See Annex 2 for more detail.)

<sup>3</sup> A program theory explains how an intervention (a project, a program, a policy, a strategy) is understood to contribute to a chain of results that produce the intended or actual impacts. It can also show the other factors that contribute to producing impacts, such as context and other projects and programs. Different types of diagrams can be used to represent a program theory. These are sometimes referred to as logic models, as they show the overall logic of how the intervention is understood to work. A program theory typically includes a situation analysis/description of the context; identifying outcomes; broadly describing how change is to come about; action theories—what will be done to activate each of the changes sought; a discussion of sustainability and scale; and, possibly, unintended impacts. A Business Model is the specific arrangement undertaken, at the organizational level, to facilitate the organization's goals (including value proposition, architecture, finance, etc.).

<sup>4</sup> The Illustration was developed through consultation and may be subject to revisions and change regarding assumptions and external factors.

## ACHIEVING OUTCOMES: LEADERS WHO UNLOCK FINANCE AND BROKER PARTNERSHIPS

To meet the 2030 goals in the context of the Paris Agreement presents a formidable challenge. Rising to this challenge will require **leadership** of all kinds—and it will need to come from leaders at many levels and include tracking with a monitoring tool to ensure that we are using the same or equal categories, whether elected leaders in national and local governments, multilateral organizations, CEOs of companies, financiers, development banks, research organizations, labor unions, and communities and civil society. Each country will determine its pathway depending on where it finds itself in its development journey now. Each company, city, and community will also determine its way forward similarly. This means different interventions and supports for different leaders.

**What do leaders need?** The urgency of the need to move forward with the energy transition is understood differently. The availability of technology, finance, institutional capacity, and political will differs. The evidence base accumulated by SEforALL and its partners—and across other reliable data sets, including the Global Tracking Framework, RISE indicators, Bloomberg New Energy Finance surveys, the Energy Transition Commission’s report, the IEA World Energy Outlook, as well as commissioned work on financial flows—shows that we are not on track to meet our goals. While there is much to excite optimism that we can achieve them, we are not yet at speed and scale in managing the energy transition. Leaders in government, business, and civil society working in the energy sector and on its transformation have asked the SEforALL Global Team<sup>5</sup> for help in understanding and interpreting the large amounts of data available on where they and their organizations find themselves within the global context of moving towards sustainable energy for all. They have also pointed to the challenges they face in focusing themselves and their organizations,

and their difficulties in identifying the right partners to work with, be these partners for financing projects or partners for moving forward ideas and reforms.

**Outcomes pursued: The SEforALL Global Team’s response:** The SEforALL Global Team’s mission is to help leaders mobilize the investment and broker the partnerships necessary for implementing actions towards sustainable energy for all with the understanding that both, investment and partnerships, are essential for such actions to be successful (and to “go further faster”). Thus, the outcomes pursued by the SEforALL Global Team and its partners can be described as:

- **Leaders are unlocking finance** for action from multiple sources, including public and private, bilateral and multilateral, traditional and non-traditional sources. Here, the contribution of the SEforALL Global Team and its partners is to **help leaders unlock finance**—from investors interested in options at the country level—for centralized and decentralized energy solutions for energy efficiency and for renewable energy. SEforALL does this **by fostering partnerships and knowledge sharing** to take actions that address barriers to financial flows.
- **Leaders are brokering partnerships** and conversations across the public and private sectors and civil society to jumpstart progress. Here, the contribution of the SEforALL Global Team and its partners is to **help leaders identify and connect with partners** that (a) can support the creation of the enabling environments or the innovative approaches and business models that they can quickly scale and replicate and/or (b) support a common direction across country-level initiatives and link the energy and climate change agendas. Beyond directly fostering such partnerships, SEforALL also shines a light on partnerships that exist and challenges them to stay on track.

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<sup>5</sup> Between January and May of 2016, SEforALL extensively consulted with leaders in the energy and development sectors on what leaders need to move from insight to action and on what an organization such as SEforALL can offer these leaders to help them take critical steps towards implementation.

## INTERMEDIATE OUTCOMES: INSIGHT, MOTIVATION, DECISIONS TOWARDS FINANCE AND PARTNERSHIPS

There are several ways to support leaders in successfully transforming energy systems.<sup>6</sup> In working with leaders, SEforALL focuses specifically on the **strategic insight**<sup>7</sup> and the **motivation**<sup>8</sup> leaders need to make **decisions**.<sup>9</sup> Aligned with research on data-driven decision-making, SEforALL's interventions combine **strategic insight with communications and partnerships** to help leaders build a sense of how the data and information presented are relevant to them and their constituencies by assisting with arguments, evidence, data, and stories to encourage action.<sup>10</sup> This action-oriented perspective then shapes how, together with its partners, **SEforALL connects leaders to the knowledge** of what is needed and when, what is working well and why. To further enhance motivation, SEforALL also sheds light on the progress being made by the international community and brings attention to areas where strengthened engagement and action are needed to ensure we stay on course to meet the 2030 objectives. In summary, SEforALL understands that intermediate outcomes are achieved through **leadership engagement** that helps leaders gain access to **strategic insights**, build and maintain **motivation**, and arrive at opportunities to make **decisions** that implement pathways relevant to brokering partnerships and unlocking finance in support of sustainable energy for all.

## SEforALL INTERVENTIONS

SEforALL's interventions<sup>11</sup> are based on the rationale that leaders need, seek, and will benefit from **strategic engagements** designed to **help them focus and stay on course**. SEforALL's interventions systematically draw on strategic insight, build on compelling communications, and are delivered through and include action-oriented partnerships:

- **Strategic Insight:** Interventions are shaped strategically, based on where there is potential for high impact, on what is needed, and on what new perspectives we can offer leaders on how to achieve impact.
- **Action-Oriented Partnerships:** SEforALL supports action through "delivery partners" that drive leadership engagements, offer insight, and mobilize collaborative commitments; SEforALL also brings new players to the table and—through the "proud partners" engagement format—the many groups, organizations, businesses, and others that subscribe to our common objectives and who will be part of specific activities or interventions.
- **Compelling Communications:** SEforALL helps good news travel faster, using all media channels to package data, information, and evidence. We tell success stories and let leaders know what is working, where, when, and why. This includes shaping messages that reflect the promise and challenges faced in achieving our objectives by making stories and data visually accessible, thus allowing more diverse decision-makers to act and spur results.

<sup>6</sup> SEforALL's actions are based on the assumption that an individual's motivation, opportunity, and ability to act drive shifts in behavior [from *The Behavior Change Wheel* (Michie, Atkins, & West. (2014). *The behavior change wheel: A guide to designing interventions*. Silverback Publishing.)].

<sup>7</sup> Strategic insights are defined as the habits, tasks, and knowledge required to catalyze or enhance action towards sustainable energy for all.

<sup>8</sup> Motivation is defined as the impetus for action on a series of goal-oriented behaviors that work towards sustainable energy for all.

<sup>9</sup> Opportunities to make decisions are defined as the situational conditions that allow leaders to form new partnerships that unlock financing for and drive action towards sustainable energy for all.

<sup>10</sup> Steps needed to move from data to information and from there to knowledge and actionable insight have first been described by systems thinking pioneer Russell Ackoff [R. L., «From Data to Wisdom,» *Journal of Applied Systems Analysis*, Volume 16, 1989 p 3-9] and later refined across the organizational change, systems thinking, and knowledge management literature.

<sup>11</sup> SEforALL Interventions are all built around and draw on evidence and strategic insight, communications, and partnerships.

SEforALL's interventions will be different depending on the geography and the strategic outcome intended. For example, an SEforALL Global Team intervention would be to leverage data from the Global Tracking Framework (GTF) and the Regulatory Indicators for Sustainable Energy (RISE) reports, among others, by visually "packaging" the data for easy consumption, translating it into information that provides strategic insights for specific leaders. Supported by targeted communications outreach, this data then informs leadership conversations. Through communications and partnership creation, these insights can then translate into motivation by creating opportunities for making decisions.

Beyond directly conveying strategic insight to leaders, the SEforALL Global Team will also invest in providing robust data and analysis, combined with the right communication efforts, to make a case for sustainable energy strong enough to inform decisions in the context of national priorities to SEforALL's platform – partners such as Regional Hubs or Accelerators. Helping leaders build motivation to deliver results will also involve developing a global movement for action. On the industry level, for example, SEforALL works with its Accelerators—industry partners, government, and civil society organizations—to accelerate action, coordinate, and share knowledge around areas of common interest. Similarly, at the country level, SEforALL works with partners that are assisting countries to craft operable Action Agendas and Investment Prospectuses to ensure they put forward strong energy proposals and integrate tools to track performance. Here, individual engagements and dialogue at the leadership level create the **opportunities** that will empower leaders **to make decisions** that can accelerate action towards mobilized financing and brokered partnerships.

## ACTIVITIES: SEforALL'S THEORY OF ACTION

All interventions, as described above, are comprised of individual activities. To complement its Program Theory and facilitate monitoring, Sustainable Energy for ALL has put together a Theory of Action describing the activities that are part of the result chain. Activities include actions taken or work performed by the Policy & Knowledge team, the Communications team, and the Partnerships team. By using its financial resources, people, systems, and processes, SEforALL develops activities such as workshops, reports, individual engagements, and communication strategies, among others. These activities—aligned with SEforALL's value proposition—then jointly form individual interventions. Annex 2 describes: (a) the main activities undertaken by SEforALL's team and (b) examples for activity monitoring indicators. Indicators will follow the interventions laid out in the SEforALL work plan, initially set specifically for each individual intervention on a case-by-case basis and not standardized across interventions. As examples of this, for the Intervention "Launch of the Global Tracking Framework," the indicator to be monitored may be the counterpart's satisfaction with the strategic insight provided by the SEforALL Global Team, as well as the communications plan and the social media outreach; and for the intervention "Forum 2017," the indicators to be monitored may also include participant survey responses indicating that participants have been able to make new/promising connections following that intervention.

## THE GENDER DIMENSION IN SEforALL'S PROGRAM THEORY

In going further, faster, together towards the 2030 objectives of SDG 7, SEforALL recognizes the need for a socially inclusive and gender-responsive energy transition.<sup>12</sup> This emphasis is thus reflected in the Program Theory as well as in the Theory of Action and, consequently, in the

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<sup>12</sup> See also page 50 in the SEforALL Strategic Framework for Results where the various dimensions of social inclusion and gender perspectives of the energy transition are discussed.



SEforALL work streams. Indicators deployed for monitoring SEforALL interventions reflect appropriate gender dimensions.

In addition to the monitoring of SEforALL's own interventions, SEforALL has set up the "People-Centered Accelerator" as a voluntary partnership of stakeholders interested in advancing gender equality, social inclusion, and women's empowerment in the sustainable energy sector. Partners associated with this work will pay particular attention and reflect critical gender dimensions in their work with SEforALL (e.g., low income women and girls are accessing sustainable energy). SEforALL is also exploring with its private sector partners how they can mainstream gender considerations in their SEforALL-related projects and report this appropriately.

## ENABLING ENVIRONMENT

SEforALL as an organization is not able to directly influence the enabling environment under which the leaders it works with operate, though there will likely be indirect influence, even if hard to attribute. Specifically, the political, economic, and technological context that is driving the demand for modern energy is beyond SEforALL's intervention space. As far as indirect influence is possible, it will be taken up. For example, SEforALL's work with leaders in the energy sector can—through strategic insight, communications, and partnership mobilization—help to indirectly shape the global demand for modern energy if these leaders are followed and copied by others. Similarly, convening of finance leaders could persuade governments to enact specific regulations. Attribution of such indirect influence is unlikely to be possible; however, later-stage evaluations of the full program can indicate the relevance of an intervention and its interactions with, and contributions to, the enabling environment.

## ASSUMPTIONS

There are a number of **assumptions** that underpin the Program Theory and how our inputs are expected to translate into outputs that would then lead to the achievement of outcomes. Some of these can be managed or influenced and some are outside of the control of the SEforALL Global Team and its partners. For example, it is assumed that both the international and national political and economic contexts within which leaders operate is conducive to the changes required to achieve the outcomes. Other critical assumptions include, among others, that the removal of barriers to access to energy services is possible for the target beneficiaries and that energy providers can deliver adequate, cost-effective services. Finally, it is assumed that forming alliances, networks, and partnerships between public and private sector leaders—as well as access to financing—can be the driving forces needed for change. These assumptions and others identified will be further examined through the monitoring and evaluation activities.

SEforALL's broader program theory does not touch upon the investments or partnerships themselves that result from its activities or on the implementation of decisions taken towards sustainable energy for all. It assumes that once leaders unlock finance and broker partnerships, these investments in and partnerships towards sustainable energy for all take place effectively and efficiently and that, over time, they result in progress towards improving the rate in energy efficiency, growing the share of renewable energy in the global energy mix, and providing universal access to modern energy services. The Program Theory also assumes that the actions taken by leaders are successful and relevant and can incentivize replication. These are testable assumptions that are, however, beyond the scope of this MEL framework but could be explored through further research or evaluation.

# APPROACHES FOR MONITORING, EVALUATION, AND LEARNING (MEL)

SEforALL's MEL framework is based on its **Program Theory** and its **Theory of Action**. The former specifies the **intermediate and long-term outcomes** that need to be achieved to substantially contribute towards its 2030 objectives.<sup>13</sup> The latter specifies individual and monitorable activities that contribute to interventions (=outputs) delivered by SEforALL. The purpose of the two frameworks together is to ensure accountability and learning through a means of tracking, where possible, **the delivery of interventions (outputs)** and their **intermediate outcomes**. The information produced will inform decisions and ensure that SEforALL's interventions are and remain relevant, and are directed efficiently and effectively towards successful outcomes and, ultimately, the achievement of its overall goals.

## GENERAL PRINCIPLES FOR MONITORING

Monitoring will be commensurate with SEforALL's size and business model and it will be focused on specific interventions (outputs). Monitoring will cover levels 2, 3 and 4 outlined in the SEforALL strategic framework (see below). Monitoring of high-level impacts (level 1)—by tracking progress in universal energy access, energy efficiency, and renewable energy—takes place through the Global Tracking Framework and goes beyond monitoring done with regard to the Program Theory and the Theory of Action underpinning SEforALL's interventions and the progress made towards their outcomes.

**Level 1: High-level impact** (universal access, energy efficiency, renewable energy): monitored through the Global Tracking Framework and not within this MEL Framework.

**Level 2: Intermediate outcomes** (SEforALL intervention level): leaders unlock finance and broker partnerships; SEforALL monitors by assessing relevant intermediate outcomes.

**Level 3: Interventions (=Outputs) and Activities** (SEforALL intervention level): SEforALL monitors intervention-specific indicators for delivery, along the lines of the Theory of Action and, where feasible, the operational effectiveness in delivery.

**Level 4: Inputs** (SEforALL organizational level): SEforALL monitors operational and process effectiveness and efficiency internal to the SEforALL Global Team.

The SEforALL Global Team will monitor outputs (interventions) delivered to help leaders unlock finance and broker partnerships. Outcomes will not be monitored directly but **intermediate outcomes** will be monitored. Measuring intermediate outcomes—achieved through **interventions delivered**—will thus require engaging with counterparts touched by the intervention to understand **gains in accessing strategic insight, in motivation, and in opportunities for decisions to be considered or taken**. Where pos-

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<sup>13</sup> SEforALL's objectives are: (a) ensuring universal access to modern energy services; (b) doubling the share of renewable energy in the global energy mix; and (c) doubling the global rate of improvement in energy efficiency.

sible, this will be done through interviews or participant surveys. Mostly, the SEforALL Global Team will monitor activities, providing a full account of what specifically was done to deliver an intervention.

## A FRAMEWORK FOR THE SEforALL ORGANIZATION

The scope of the SEforALL MEL framework will cover the activities and operations of the SEforALL organization only. SEforALL's Partners, while operating along the same or similar Program Theories and Theories of Action, tend to have their own approaches and processes for monitoring, evaluation, and learning, and will thus report separately on their progress made. Insofar as partners will make their reports available to SEforALL, key insights from these reports will be reflected in the SEforALL monitoring reports as appropriate (see below). The **SEforALL Global Team's work plan**, updated quarterly, sets out the specific interventions within each work stream; it will thus form

the basis of all level 2 and level 3 monitoring, evaluation, and learning. **The SEforALL Global Team's business plan** describes how the Global Team works and is organized, and it will thus form the baseline for level 4 monitoring, evaluation, and learning.

SEforALL's business model is built on direct delivery through the Global Team *and* on its work in supporting the delivery through its partners—regional hubs and thematic hubs, as well as other groupings of delivery partners such as “accelerators.” A good part of the SEforALL Global Team's activities is thus focused on supporting the coordination and alignment of these partners' activities and interventions, drawing on a structured partnership framework and based on delivery agreements with these partners. Monitoring at the activity level will thus cover the Global Team's activities in support of building and leveraging the SEforALL partnerships, as laid out by the Theory of Action table (Annex 2).

# IMPLEMENTING MONITORING, EVALUATION, AND LEARNING (MEL)

## MONITORING AND LEARNING SCOPE AND ACTIVITIES

**Scope.** The purpose of monitoring activities is to provide accountability to SEforALL stakeholders, as well as the opportunity for swift and continuous improvement of the implementation of SEforALL interventions, allowing decisions to be taken about modifications, cancellations, or scaling. Monitoring of intermediate outcomes, interventions (=outputs), and activities will thus take place at the intervention level. This means that as outputs (interventions) are being described, they will then be linked to evidence regarding their intermediate outcomes, which, over time, are expected to contribute to final outcomes. Levels 2 and 3 monitoring will therefore include: (i) identifying a set of activity, intervention/output, and intermediate outcome indicators specific to the intervention; (ii) identifying sources for quantitative and qualitative information on these indicators (e.g., perceptions of change seen by stakeholders and strategic partners along with the views of staff managing the interventions); and (iii) data collection, analysis, and reporting. (See also below.) *Monitoring of inputs* (level 4) will take place at the organizational level.<sup>14</sup>

**Indicators.** Indicators—for activities, interventions, and intermediate outcomes, where appropriate—will follow the

SEforALL work plan and initially draw on a set of standardized indicators (Annexes 3 and 4) as well as be set specifically for each individual intervention on a case-by-case basis; where possible, monitoring will use standardized indicators, drawing from a SEforALL specific indicator list (Annexes 3 and Annex 4). Throughout the first 12-18 months of implementation, the SEforALL team will identify a core set of indicators and introduce them across all interventions, as and where possible.

**Evidence and data sources.** Monitoring will include, in most cases, evidence sourced from third parties—typically from the individuals involved in an SEforALL intervention (e.g., through administering questionnaire surveys)—and from publicly available sources such as media coverage. Existing data and information will be used wherever possible.<sup>15</sup> When necessary, SEforALL will obtain additional data and information using methods that allow it to make best use of the financial resources available.

**Learning during monitoring.** During the interviews undertaken as part of intervention monitoring and during the writing of monitoring reports, the SEforALL intervention leads will be able to identify valuable lessons: both lessons on delivery (effectiveness, efficiency, relevance) and lessons regarding the bigger context in the energy field. These will be included, where appropriate, in thean-

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<sup>14</sup> Monitoring efforts at the organizational level will follow approaches set out in the SEforALL Business Plan (e.g., number of staff, organizational structure, application of learning loops, etc.).

<sup>15</sup> This is information either routinely produced (e.g., administrative data) or produced by other organizations, where available.

nual monitoring report in a specifically identified “Learning” section.

**Limitations.** Some elements of SEforALL’s work are critical to learn from but do not easily lend themselves to monitoring. For example, the quality, usefulness, effectiveness, and longer-term sustainability of partnerships is a critical aspect of SEforALL’s success. Given the crucial importance of partnerships as a means to achieve outcomes, it will be important to assess how well they are working. This more in-depth analysis of partnerships would be included in evaluation rather than in monitoring activities, as the latter is only feasible as a “light-touch” activity.

## EVALUATION AND LEARNING SCOPE AND ACTIVITIES

The purpose of evaluation activities will be continuous improvement of the implementation of SEforALL interventions to ensure they are as relevant, efficient, and effective as possible or, where not, modified or cancelled. Evaluation will therefore serve a learning purpose for SEforALL staff and intervention partners. Evaluation activities will not attempt to establish direct attribution of SEforALL interventions to outcomes and impact, but will seek to (i) provide robust information on the contribution intermediate outcomes are making towards outcomes, (2) identify any unexpected outcomes resulting from SEforALL’s interventions that cannot be revealed through monitoring, and (iii) discuss what evidence there is for outcomes to contribute towards the intended impact. As the Program Theory states outcomes (e.g., “leaders unlock finance,” “leaders broker partnerships”) that will need several steps to translate them to impact (e.g., “energy efficiency,” “energy access,” “renewable energy”), the evaluation will consider also intermediate impacts—such as “financing unlocked” and “partnerships brokered”—and how they contributed towards specific projects that then help drive SDG 7.

For evaluation to serve its purpose, evidence and information priorities will be identified specifically to support the most promising contributions to outcomes. Selected evaluation activities will complement information provided through monitoring. Questions are also likely to be generated from the monitoring information that require a more in-depth assessment of *why* and *how* intermediate outcomes are moving as expected or if there are any surprising results that require further analysis and explanation.

There are a wide range of **evaluation approaches** and methods that would be suitable for assessing implementation processes and intermediate outcomes. The evaluation design will be decided once the key questions to be answered have been identified by SEforALL and its partners in 2017-18. As an alternative to a “formative” evaluation—which is done at a particular point in time—a “developmental” evaluation may be undertaken. The latter would provide ongoing evaluative information to enhance monitoring and be used to support and improve the effectiveness of interventions. This type of evaluation is increasing in popularity across the development community because it means there is less of an information gap between each stage of evaluation and it is more suited to initiatives involving complexity and innovation. SEforALL will decide on the type of evaluation after the key evaluation questions have been identified through discussion with those who will be the audience for the reports and users of the evaluative information. SEforALL will include specific requirements in the Terms of reference of the evaluator to ensure that the evaluative activities will result in a positive experience for the leaders involved and thus create additional motivation for them to take action on SEforALL’s goals by being part of the evaluation. The principles underpinning evaluation activities will be consistent with SEforALL’s values of partnership, agility, diversity, equity, results, and trust. Evaluation processes and products will also meet international quality standards.

# REPORTS AND REPORTING CYCLES

## MONITORING REPORTS

**Annual Monitoring Report:** On an annual basis, SEforALL will issue a Monitoring Report to guide management and board decisions, to report to funding partners, and to offer insight to interested stakeholders. The report will first be shared with the SEforALL Administrative Board and Management and, upon approval by the Board, with funding partners. The report will be produced in the second quarter of the year following the monitoring period. Each Annual Monitoring Report is to be read in conjunction with the respective annual work plan and its description of interventions. Where appropriate, the Annual Monitoring Report will reference SEforALL work plans and relevant budgets, both overall and relating to major workflows. Furthermore, the Annual Monitoring Report will explain major deviations from plans and any problems encountered, including a brief account of internal and external risk factors to the overall program, whether they have materialized, and how these have been handled. The Annual Monitoring Report will also include a learning section, pulling together what SEforALL has learned during and from the delivery of its interventions by drawing on personal experiences of staff working on an intervention, on feedback from counterparts, and on other evidence. Finally, the report will include other information related to interventions and their context, as relevant. The report will be based on and review and draw on the entirety of the portfolio of Intervention Monitoring Reports of the preceding year. The Annual Monitoring Report will thus offer a complete view on progress made vis-à-vis planned interventions, based on the monitoring of activities undertaken and on evi-

dence towards intermediate outcomes, where available. Where interventions are repeated, the first monitoring report will establish a baseline and have minimum sufficient content to track early progress in activity implementation (level 3) and intermediate outcomes (level 2) specified in the SEforALL Program Theory and the Theory of Action. To provide context, the Annual Monitoring Report will include a short section reporting on higher-level outcomes (level 1), drawing on the SEforALL Knowledge Hub's Global Tracking Framework (GTF), while clarifying that attribution is not intended here.

**Intervention Monitoring Reports:** Short Intervention Monitoring Reports will cover each of the interventions delivered by the SEforALL Global Team, adjusted in terms of depth and breadth of coverage to the size and length of the intervention. The individual Intervention Monitoring Reports will be internal to the SEforALL Global Team and compiled by the Global Team's staff. Where appropriate and possible, reporting will include comparisons, at the intervention level, of actual outputs with planned outputs. As and when SEforALL introduces intervention-level budgeting, the report may also indicate in the respective sections on operational effectiveness and process efficiency (level 4) how financial resources have been deployed.

**Time Frame and Frequency:** The Annual Monitoring Report—covering the respective previous year—will be issued once a year, towards the end of the second quarter. Intervention Monitoring Reports will be drafted following a specific intervention, mostly within six months of the intervention's completion or as appropriate otherwise.

## EVALUATION AND EVALUATION REPORTS

A more comprehensive picture of progress made at the actual outcome level can be gained through both the formative/developmental and summative evaluations scheduled during the four years of business plan implementation. Monitoring will provide information about SEforALL interventions and achievement of intermediate outcomes; however, it is limited to information on the selected interventions and therefore cannot answer more in-depth questions about why and how interventions are working or not working as intended, as well as what changes in the context may affect the successful achievement of outcomes. Thus, evaluation activities will complement the information provided through monitoring.

**Time Frame and Frequency.** SEforALL aims for a formative or developmental<sup>16</sup> evaluation in the second half of 2018 to inform work to take place in 2019-2021, and for an end-of-business cycle summative evaluation in the second half of 2021. The decision on the timing will be made by the management team, in consultation with key stakeholders.

## LEARNING AND LEARNING REPORTS

**Organizational Learning:** As an organization, SEforALL will create three channels for internal learning, all of them built around the concepts of co-creation and timeliness:<sup>17</sup>

**After-Action Reviews.** For larger interventions, After-Action Reviews will provide additional input into Intervention Monitoring Reports, generating information based on staff observations captured during after-action review meetings held shortly after delivery. These structured re-

view meetings will focus on level 4 monitoring and consider operational and process effectiveness and efficiency. The After-Action Reviews will result in short reports that will be included in Intervention Monitoring and also be made available to teams for future re-use.

**Before-Action Reviews.** Selected larger interventions will benefit from systematic Before-Action Reviews, which draw—as soon as the first cycle of interventions has been completed—on more in-depth After-Action Reviews undertaken previously. This practice, integrated with setting up the planning and project management structure for the new intervention, will ensure the timely availability of previous learning and increase the likelihood of its use for decision-making.

**Quarterly Business Reviews:** The SEforALL management team, as a matter of course, undertakes Quarterly Business Reviews, assessing and adjusting, as needed, its annual work program. Quarterly Business Reviews take place during the quarterly management meetings. The management team jointly reviews progress made towards and through interventions at the portfolio level, examining both initial hypotheses and resources allocated. As a result of the review meeting, the work plan document is appropriately adjusted, as needed.

**Stories of Success.** Where, in the course of particular interventions, SEforALL becomes aware of success stories on the ground experienced by partners or other organizations working towards the delivery of SDG 7, SEforALL will publish these stories (“stories of success”) as a matter of course through its website and newsletter.

**Time Frame and Frequency:** After-Action Reviews and Before-Action Reviews will take place after and before ma-

<sup>16</sup> Since developmental evaluations are continuous throughout the design and implementation of an intervention, rather than done at a point in time, SEforALL could, for example, contract for such an evaluation towards the end of 2017, to take place throughout the entirety of 2018 to evaluate, over this set time period.

<sup>17</sup> Co-creation of knowledge and insights—as a didactic concept—is arguably leading to higher learning outcomes ([https://www.heacademy.ac.uk/system/files/resources/mpi\\_report.pdf](https://www.heacademy.ac.uk/system/files/resources/mpi_report.pdf)). The timely availability of monitoring and evaluation insights for decisions has been shown to increase their use, e.g., for new project planning ([https://www.researchgate.net/profile/S\\_Tenev/publication/303564989\\_Evaluation\\_Influence/links/574878b908ae5c51e29e6622.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/S_Tenev/publication/303564989_Evaluation_Influence/links/574878b908ae5c51e29e6622.pdf?origin=publication_detail)).

for interventions, as appropriate. They will result in short internal reports that will contribute to the Annual Monitoring Report, as well as to internal learning resources. Quarterly Business Reviews take place during quarterly

management meetings; the reviews result, among other things, in a revised work plan issued shortly after the review meeting.



# REVIEWING AND ADJUSTING THE MONITORING, EVALUATION, AND LEARNING (MEL) FRAMEWORK

The SEforALL MEL framework will improve and mature over time, thus requiring review and alignment at the framework level. More specifically, three phases are loosely envisaged in terms of timing and length to be adjusted, depending on progress made:

- **Experimental MEL Framework: June – December 2017.** Monitoring to prepare reporting on first annual work plan at the SEforALL organizational level. Indicator setting at the intervention level, and based on experiences made, core indicator development. First testing of survey instruments. Introducing administrative systems for data generation. Testing of resource requirements. Stakeholder consultations. Ongoing improvements. Finalizing internal processes. (See also Annex 5.)
- **Improved MEL Framework: January 2018 – December 2019.** First Annual Monitoring Report on 2017 in the second quarter of 2018, including indicators, improved survey instruments, and discussion

of resource requirements. Monitoring to prepare reporting on second and third annual work plans at the SEforALL organizational level using a core set of indicators, improved survey instruments, and data sources. Formative/developmental evaluation in second half of 2018 to also assess appropriateness of monitoring and reporting approaches. If there is demand: Making survey instruments and monitoring approaches available to SEforALL partners.

- **Mature MEL Framework: January 2020 – December 2021.** Annual Monitoring Reports on 2019 and 2020. Monitoring to prepare reporting on fourth and fifth work plans at the SEforALL organizational level. Summative evaluation in the second half of 2021.

SEforALL partners will be invited to take an active role both in the review and in adjusting the monitoring and reporting approaches and in the reporting and learning activities.

# ANNEX 1:

## OECD DAC CRITERIA FOR EVALUATION

When monitoring outputs and outcomes at the program level, it is relevant to consider that the information garnered during monitoring will eventually feed into an evaluation. Therefore, evaluation criteria—such as those put together by the OECD DAC—will play a role also for the monitoring and evaluation activities. The criteria were first laid out in the DAC Principles for Evaluation of Development Assistance and later defined in the Glossary of Key Terms in Evaluation and Results Based Management. The following further explains the criteria and provides some sample questions to illustrate how they may be used in practice:

### RELEVANCE

The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.

In evaluating the relevance of a program or a project, it is useful to consider the following questions:

- To what extent are the objectives of the program still valid?
- Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the program consistent with the intended impacts and effects?

### EFFECTIVENESS

A measure of the extent to which an aid activity attains its objectives.

In evaluating the effectiveness of a program or a project, it is useful to consider the following questions:

- To what extent were the objectives achieved/are likely to be achieved? What were the major factors influencing the achievement or non-achievement of the objectives?

### EFFICIENCY

Efficiency measures the outputs—qualitative and quantitative—in relation to the inputs. It is an economic term, which signifies that the aid uses the least costly resources possible to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

When evaluating the efficiency of a program or a project, it is useful to consider the following questions:

- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the program or project implemented in the most efficient way compared to alternatives?

## IMPACT

The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental, and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions.

When evaluating the impact of a program or a project, it is useful to consider the following questions:

- What has happened as a result of the program or project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected?

## SUSTAINABILITY

Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

When evaluating the sustainability of a program or a project, it is useful to consider the following questions:

- To what extent did the benefits of a program or project continue after donor funding ceased?
- What were the major factors that influenced the achievement or non-achievement of sustainability of the program or project?

### Sources:

*The DAC Principles for the Evaluation of Development Assistance, OECD (1991), Glossary of Terms Used in Evaluation, in "Methods and Procedures in Aid Evaluation," OECD (1986), and the Glossary of Key Terms in Evaluation and Results Based Management (RBM) Terms, OECD (2000).*

# ANNEX 2A:

## THEORY OF ACTION - ACTIVITY PORTFOLIO

Communications	Policy & Knowledge	Partnerships
Purpose: To position key messages, strategically share the latest evidence, and create a supportive environment for SEforALL and all partners in communicating the opportunity of achieving SDG 7.	Purpose: To create and offer evidence and knowledge driven strategic insight necessary to focus the SEforALL community on actions that will drive progress towards SDG 7 further faster	Purpose: To both mobilize partners for driving progress towards SDG 7 further faster and to support those partners with further partnership opportunities to facilitate their actions.
Stakeholder mapping: Build and continuously update a stakeholder map to drive and focus activities.	Stakeholder mapping: Build and continuously update a stakeholder map to drive and focus activities.	Stakeholder mapping: Build and continuously update a stakeholder map to drive and focus activities.
Media: Engage national/international media to reach target audiences and generate coverage across key markets.	Gap analysis: Identify and highlight critical gaps in data and evidence for own action or the actions of others, including gender-specific gaps.	Coalitions and Collaborators: Foster coalitions and collaboration around key regions, themes, and industries for SDG 7 (hubs, accelerators) and build and manage delivery agreements.
Stories of Success: Generate new content to share stories of success on SDG 7, promote across SEforALL networks to amplify and build pipeline of further stories.	Data: Analyze, interrogate, and interpret available data through visualization and reports, provide data deck to others for use.	Opening Doors: Work with hubs and accelerators on opening up opportunities for industry-level, country-level, etc., actions.
Communication professionals' network: Bring together, sustain, and facilitate coordination of an extended network of communication professionals.	Research and Reports: Analyze specific topics at more in-depth through original research, including gender-specific topics, either on its own or together with others; offer actionable recommendations and publish.	Knowledge sharing and networking: Work with accelerators and hubs on their efforts in coordinating industry-level, country-level, etc., actions; effectively exchange information on what works.
Speeches: Draft positioning speeches for key interventions, with all speeches including gender-specific references where appropriate and possible, and build library of successful speeches.	Evidence on what works: Research, interrogate, stress test, and publish evidence on what works in accelerating action towards SDG 7, including gender-specific evidence on what works, and package for leaders and others to understand.	Accelerate action: Ensure focus is maintained among coalitions and collaborations on "getting further faster" as well as on gender awareness and relevance.
Website: Regularly update, manage, and use the website platform to inform, share, and engage partners with the latest SEforALL evidence and data.	Benchmarking progress towards SDG 7: Create and update SEforALL's view on the timeline towards SDG 7, including gender-specific milestones.	Private sector engagement: Engage and maintain connections with private sector organizations (to join hub or accelerator or work or their footprint in energy).
Organizational and logistical activities: In support of all relevant work, events, and campaigns, engage, convene, and build commitment from SEforALL stakeholders to support said activities.	Strategic presence: With key interlocutors and at key events, engage leaders strategically, share key messages from research and data, including gender-relevant messages.	Connecting stakeholders: Convene and coordinate key stakeholders around specific themes around SDG 7.
Social media: Share messages and data across all strategically relevant channels to reach target audience, and support partners in sharing this content across their own networks too.	Workshops, consultations, and events: Design, strategic engagement, and delivery of workshops, consultations, and other events in support of developing or rolling out strategic insight.	
Op-eds and articles: Write and position op-eds and articles on specific energy topics (e.g., articles on gender and energy, profiling gender-appropriate investments and their benefits).	Guide/influence others' strategies, investment approaches, and products: Based on available data and evidence, strengthen focus and gender-appropriate approaches of others.	
Relationships across media and communications: Attend events and undertake other activities to maintain and nurture relationships with key individuals in relevant media and communications.	Relationships across Knowledge and Policy Organizations: Attend events and undertake other activities to maintain and nurture relationships with key individuals in relevant knowledge and policy organizations.	Relationships across key partner organizations: Attend events and undertake other activities to maintain and nurture relationships with key individuals in relevant partner organizations.

# ANNEX 2B:

## ACTIVITY-TO-INTERVENTION MATRIX (EXAMPLES)

### WORKSTREAM: CROSS-CUTTING INPUT

(Note: the Activity-to-Intervention Matrix provided here is illustrative.)

Intervention	Activities (examples)	Intermediate Outcomes (examples)
<p><b>SEforALL Forum</b></p> <p>The SEforAll Forum is designed to be a “marketplace” that would help broker new partnerships and ideas, spur investment, and drive action towards Sustainable Development Goal 7—the energy goal. SEforALL partners from across the globe have the opportunity to share their stories about how they are achieving results. Recent data on progress, including the launch of the GTF, are presented.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Urgency and Focus: For participants to understand where progress was made towards SDG 7.</li> <li>• Connections: For participants to have met new partners, gained new ideas, and have arrived, in conversation with others, at agreeing to collaborate with others.</li> <li>• Inspiration: For participants to have been inspired by stories on how partners are achieving results across the global sustainable energy movement, feeling that they want to continue being part of, contribute, and grow the movement.</li> <li>• No one left behind: For participants to understand what policy and investment decisions are needed to ensure no one is left behind.</li> <li>• Gender: For investors and stakeholders in the women’s and woman and energy movements to meet and be inspired by each other, resulting in future collaborations and investments in gender-specific aspects of sustainable energy.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Communications Strategy</b> for the SEforALL Forum, including social media uptake, website updates, speeches, and media engagement, is designed to spread data and evidence on what works, display data sets produced by SEforALL, and motivate leaders to act.</li> <li>• <b>Stakeholder mapping and invitee identification:</b> Ensuring that the right groups among leaders in sustainable energy are invited and brought together.</li> <li>• <b>Launch of the GTF Report:</b> Specific and applicable topics are analyzed in more in-depth through original research—including gender-specific topics, either on their own or together with others—and turned into actionable recommendations that are published. The findings, visualization, and presentation of the reports provide leaders with new strategic insights.</li> <li>• <b>People-Centered Accelerator Convening:</b> Design, strategic engagement, and delivery of a consultation workshop to discuss next steps on setting up a people-centered accelerator.</li> </ul>	<p>At the SEforALL Forum leaders are provided with access to <b>data and evidence</b> of what works through speeches, panel discussions, website updates, report launches, and workshop organization.</p> <p>Placing messages through specific speeches and various social media channels helps spread the word <b>and further motivate leaders to act.</b></p> <p>Relationship building across different sectors and key partner organizations brings people together and provides them with the opportunity to <b>further broker these partnerships and unlock finance.</b></p>

## WORKSTREAM: LEAVE NO ONE BEHIND

(Note: the Activity-to-Intervention Matrix provided here is illustrative.)

Intervention	Activities (examples)	Intermediate Outcomes (examples)
<p><b>People-Centered Accelerator</b></p> <ul style="list-style-type: none"> <li>The People-Centered Accelerator is a voluntary partnership of over 30 stakeholders interested in advancing gender equality, social inclusion, and women's empowerment in the sustainable energy sector.</li> </ul> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Enhance the provision of modern energy access to the very poorest people in society who will not be reached by business-as-usual approaches. This will include models of private and public provisions that address access and affordability challenges, including through social welfare and social protection.</li> <li>Put gender equality at the heart of the global energy transition by enhancing women's full participation in sustainable energy solutions.</li> <li>Help to unlock finance from private and public sources for gender equality, social inclusion, and women's empowerment in the energy sector.</li> <li>Bring together and strengthen collaboration between a broad range of stakeholders to achieve these aims. This will include stakeholders at the local, national, regional, and international levels active in the energy, gender, and social justice sectors.</li> </ul>	<ul style="list-style-type: none"> <li><b>Strategic engagement</b> is planned and delivered through the organization of a workshop in Iceland. Participants are exposed to new strategic insight. Engaging the participants in new strategic insight also aims at motivating them to continue being part of, contribute, and grow the movement. [Policy]</li> <li><b>Convening:</b> Over 30 stakeholders are convened and bonded around advancing gender equality, social inclusion, and woman's empowerment in the sustainable energy sector. These connections allow participants to engage in conversations with others and agree to collaborate with others to further broker partnerships and unlock finance. [Partnership]</li> </ul>	<p>Through the People-Centered Accelerator, SEforALL provides leaders with access to <b>data and evidence</b> of what works through speeches, panel discussions, website updates, report launches, and workshop organization.</p> <p>Placing messages through specific speeches and various social media channels helps spread the word <b>and further motivate leaders to act.</b></p> <p>Relationship building across different sectors and key partner organizations brings people together and provides them with the opportunity to <b>further broker these partnerships and unlock finance.</b></p>

## WORKSTREAM: ENERGY EFFICIENCY FIRST

(Note: the Energy Efficiency First Matrix provided here is illustrative.)

Intervention	Activities (examples)	Intermediate Outcomes (examples)
<p><b>Cooling For All Campaign</b></p> <ul style="list-style-type: none"> <li>The Cooling for All Campaign, with SEforALL as secretariat, engages international and globally respected experts and eminent persons to work on answering critical questions regarding cooling pathways across the work streams of sustainable development, energy efficiency, Montreal protocol follow-up, and climate action. The best proposals, evidence, and data from across all relevant sectors and disciplines are invited and scrutinized.</li> </ul> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Shift the dialogue.</li> <li>Motivate leaders to act.</li> <li>Create opportunities to act.</li> </ul>	<ul style="list-style-type: none"> <li><b>Research and Reports:</b> Key messages from research and data—including gender relevant messages—are shared with key interlocutors and at the key panel meeting to engage leaders strategically.</li> <li><b>Communication Plan, Stakeholder Mapping, Media, Social Media:</b> Messages and data are and will be shared across all strategically relevant channels to reach target audiences and support partners in sharing this content across their own networks too. The spread of the data and information is aimed at inspiring and motivating leaders to act on the newly gained insights.</li> </ul>	<p>Through the Cooling for All Campaign, SEforALL provides leaders with access to <b>data and evidence</b> of what works through speeches, panel discussions, website updates, report discussions.</p> <p>Placing messages through specific speeches and various social media channels helped to spread the word <b>and further motivate leaders to act.</b></p> <p>Relationship building across different sectors, accelerators, and key partner organizations brings people together and provides them with the opportunity to further <b>broker these partnerships and unlock finance.</b></p>

# ANNEX 3:

## ACTIVITY MONITORING INDICATORS

Communication	Policy	Partnership
<ul style="list-style-type: none"> <li>• Concept Notes</li> <li>• Stakeholder analyses done</li> <li>• Number of website hit rates (by category, e.g., on stories, policy notes, own publications, maps)</li> <li>• Downloads/Access (by category of documents, e.g., policy notes, own publications, data maps)</li> <li>• Comment rate/interactive engagement on web content (by category, e.g., on stories, articles, maps, "going live")</li> <li>• Number of press briefings/speeches by category of engagement</li> <li>• Number of articles written by category</li> <li>• Number of success stories written and shared, including number of stories featuring female leadership</li> <li>• Number of events attended and social media coverage thereof</li> <li>• Number of calls/discussions with other media representatives</li> <li>• Citations/Media tracking (on/with gender reference)</li> <li>• Number of interviews with SEforALL partners</li> <li>• BTORS</li> <li>• CRM in place and up to date</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder analyses done</li> <li>• Numbers of papers/analytical reports produced</li> <li>• Number of invitations resulting in contributions to other's analyses/reports</li> <li>• Number of conference presentations</li> <li>• Conference presentations that make specific reference to gender dimensions in energy access</li> <li>• Workshop/events convened on evidence/policy</li> <li>• Attendees at workshops convened, including women attendees</li> <li>• Number of events attended</li> <li>• to strategically engage with specific organizations</li> <li>• Citations (total number and by category, e.g., on own reports, on co-authored reports)</li> <li>• Number of gap analyses done</li> <li>• Number of documents that include information on what works</li> <li>• BTORS from travels/events mentioning key partners/reports positioned, etc.</li> <li>• CRM in place and up to date</li> <li>• Feedback sheets from event participants analyzed and key recommendations developed</li> <li>• Learning Notes</li> </ul>	<ul style="list-style-type: none"> <li>• Concept Notes</li> <li>• Stakeholder analyses done</li> <li>• Number of delivery agreements</li> <li>• Number of private sector actors/philanthropists engaged</li> <li>• Number of partnerships by category (NGO, Government, private sector, etc.)</li> <li>• Number of Hub/Accelerator/Regional Meetings</li> <li>• Measure partnerships (specialist evaluation)</li> <li>• BTORS from travels/events mentioning key partners/reports positioned, etc.</li> <li>• BTORS</li> <li>• CRM in place and up to date</li> <li>• Number of female led partnerships/initiatives</li> </ul>

# ANNEX 4:

## OUTPUT INDICATORS

Monitoring Question	Purpose	Audience	Judgement Criteria	Indicators	Methods <sup>18</sup>		
What does SEforALL want to find out?	How will the information be used?	With whom will the information be shared?	What criteria will be used to answer the question?	How will progress be assessed?	Who can provide the relevant data?	How will the data be collected?	When will the data be collected?
<p><b>1. Are SEforALL interventions well designed? [L4]</b></p> <p><i>Connection to OECD DAC Criteria<sup>19</sup></i></p> <p><b>Relevance:</b> To assess whether the intervention is <b>suited</b> to the priorities of its target group or recipient.</p>	<p>SEforALL may use this information for <b>accountability purposes</b>. In addition, there is the possibility for <b>learning</b>, e.g., the answers to this question can inform the decision on whether to repeat such an intervention and whether to repeat it in the same way.</p>	SEforALL Global Team	<p><b>1.1 The intervention activities are aligned, directly or indirectly<sup>20</sup> to intermediate outcomes.<sup>21</sup></b></p> <hr/> <p><b>1.2 The intervention targets and engages a strategic/strategically chosen group of leaders.</b></p>	<p>1.1.1 Intervention activities clearly linked, directly or indirectly, to leader (participant/counterpart) awareness, motivation, and/or opportunity to broker partnerships.</p> <hr/> <p>1.1.2 Intervention activities clearly linked, directly or indirectly, to leader (participant/counterpart) awareness, motivation, and/or opportunity to unlock finance.</p> <hr/> <p>1.2.1 Clear evidence that intervention is designed for, and marketed to, a target audience.</p> <hr/> <p>1.2.2 Intervention engages its target audience.</p>	SEforALL counterparts; Intervention lead (and team); Communications team	<p>Counterpart interviews; Concept note // Note of Intent; BTORs/ Intervention lead feedback; social media/ media analysis</p>	Immediately following the intervention preferred, but no later than three months after the intervention end date



Monitoring Question	Purpose	Audience	Judgement Criteria	Indicators	Methods	When will the data be collected?	
What does SEforALL want to find out?	How will the information be used?	With whom will the information be shared?	What criteria will be used to answer the question?	How will progress be assessed?	Who can provide the relevant data?	How will the data be collected?	When will the data be collected?
<b>2. Are SEforALL's interventions delivered as originally designed and/or intended? [L3]</b>	SEforALL will use this information for internal learning purposes. Specifically, it will be used to: (1) assess SEforALL's ability to deliver interventions per their intended design and (2) identify areas of weakness in implementation.	SEforALL Global Team	<b>2.1 Intervention fidelity</b>	2.1.1 Intervention delivery is consistent with its concept note and/or work plan.	Intervention lead/team; SEforALL COO	Concept note/ Note of Intent/ compared to BTORs/ Intervention lead feedback/ After -Action Report	Immediately following the intervention preferred, but no later than three months after the intervention end date
<u>Connection to OECD DAC Criteria</u>			<b>2.2 Challenges and risks managed appropriately.</b>	2.2.1 Evidence of preventative measures to ensure challenges and risks are managed appropriately.			
<b>Effectiveness:</b> To assess whether the intervention attains its objectives.				2.2.2 Timely and corrective action to mitigate unforeseen challenges and risks is taken when necessary.			
			<b>2.3 The intervention achieves its intended objectives.</b>	2.3.2 Objectives met.			

<sup>18</sup> Data collection methods: To account for heterogeneity among interventions, data collection methods will be determined at the design stage. Where possible, SEforALL will collect data before, during, or immediately following the intervention, aiming to have all data collected within six months of the intervention end date.

<sup>19</sup> The OECD DAC Criteria for Evaluating Development Assistance is comprised of five key components: (1) Relevance: The extent to which the aid activity is suited to the priorities and policies of the target group, recipient, and donor; (2) Effectiveness: A measure of the extent to which an aid activity obtains its objectives; (3) Efficiency: A measure of the outputs in relation to the inputs; (4) Impact: The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended; (5) Sustainability: A measure of whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Source: The DAC Principles for the Evaluation of Development Assistance, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the Glossary of Evaluation and Results Based Management (RBM) Terms, OECD (2000).

<sup>20</sup> The term indirectly may include fundraising so that the direct engagement with leaders becomes possible.

<sup>21</sup> Outcomes: (1) Leaders broker partnerships for sustainable energy for all and (2) Leaders unlock finance for sustainable energy for all.

Monitoring Question	Purpose	Audience	Judgement Criteria	Indicators	Methods	When will the data be collected?
What does SEforALL want to find out?	How will the information be used?	With whom will the information be shared?	What criteria will be used to answer the question?	How will progress be assessed?	Who can provide the relevant data?	How will the data be collected?
<b>3. Are SEforALL's intervention inputs translated to outputs in a timely, efficient manner? [L3/L4]</b>  <u>Connection to OECD DAC Criteria</u> <b>Efficiency:</b> <i>To assess an intervention's outputs (qualitative and quantitative) in relation to its inputs.</i>	SEforALL will use this information for <b>internal learning purposes.</b> Specifically, the SEforALL Global Team will use the information collected to identify, isolate, and address inefficient practice within its operations.	SEforALL Global Team	<b>3.1 The intervention is appropriately resourced.</b>	3.1.1 Sufficient funding to achieve the stated objectives. <hr/> 3.1.2 Sufficient staffing to achieve the stated objectives. <hr/> 3.1.3 Sufficient management time to achieve stated objectives.	Intervention lead/team; SEforALL COO  Budget and operating data; document analysis of Concept note/ Note of Intent/ BTORs/ Intervention lead feedback	Immediately following the intervention preferred, but no later than six months after the intervention end date
			<b>3.2 The intervention is implemented efficiently.</b>	3.2.1 Use of resources. <sup>22</sup>		
			<b>3.3 The intervention delivers its outputs on time.</b>	3.3.1 Compliance with work plan deadlines.		

<sup>22</sup> Evidence of efficient use of resources includes: competitive procurement methods/processes adhered to, use of resource guidelines in place, observance of sponsorship standards, etc.

# ANNEX 4A:

## INTERMEDIATE OUTCOME INDICATORS

Monitoring Question	Purpose	Audience	Judgement Criteria	Indicators	Methods <sup>23</sup>		
What does SEforALL want to find out?	How will the information be used?	With whom will the information be shared?	What criteria will be used to answer the question?	How will progress be assessed?	Who can provide the relevant data?	How will the data be collected?	When will the data be collected?
<p><b>4. To what extent do SEforALL interventions give leaders access to the strategic insights,<sup>24</sup> communications, and partnerships they need to ... [take action/e.g., transform the existing energy system]? [L2]</b></p> <p><i>Connection to OECD DAC Criteria</i>  <b>Effectiveness:</b>  <i>To assess whether the intervention is meeting intermediate objectives.</i></p>	SEforALL will use this information for <b>accountability purposes and internal learning purposes</b> . Learning efforts will determine whether existing efforts to contextualize and personalize information and opportunities for leaders translate into strategic insights.	SEforALL Global Team; SEforALL donors;	<p><b>4.1 Leader access to new strategic insights</b></p>	4.1.1 Leader (participant/ counterpart) understanding/ knowledge of how/where they can strategically ... [ e.g., take action to contribute to sustainable energy for all]	Leaders (participants); SEforALL counterparts; intervention lead/team; Communications team	Surveys; counterpart interviews; social media/media analysis; document analysis of Concept note /Note of Intent/BTORS/ Intervention lead feedback/ After Intervention Report	Before and immediately following the intervention, but no later than six months after the intervention end date
			<p><b>4.2 Leader access to communications (tools, stories of what works and what doesn't, etc.)</b></p>	4.2.1 Leader (participant/ counterpart) understanding and ability to use specific communication (tools) useful when/for ... [e.g., take action to contribute to sustainable energy for all]			
				4.2.2 Leader (participant/ counterpart) understanding/ knowledge of what is needed to succeed/what is working and why/when ... [ e.g., take action to contribute to achieve sustainable energy for all]			
				4.3.1 Leader (participant/ counterpart) exposure to others (participants/ counterparts)			

<sup>23</sup> Data collection methods: To account for heterogeneity among interventions, data collection methods will be determined at the design stage. Where possible, SEforALL will collect data during or immediately following the intervention, aiming to have all data collected within six months of the intervention end date.

<sup>24</sup> Strategic insights are defined as the habits, tasks, and knowledge required to catalyze or enhance action towards sustainable energy for all.

Monitoring Question	Purpose	Audience	Judgement Criteria	Indicators	Methods	When will the data be collected?	
What does SEforALL want to find out?	How will the information be used?	With whom will the information be shared?	What criteria will be used to answer the question?	How will progress be assessed?	Who can provide the relevant data?	How will the data be collected?	When will the data be collected?
<p><b>5. To what extent do SEforALL interventions motivate<sup>25</sup> leaders to .... [take action/ e.g. transform the existing energy system]? [L2]</b></p> <p><i>Connection to OECD DAC Criteria</i>  <b>Effectiveness:</b>  <i>To assess whether the intervention is meeting intermediate objectives.</i></p>	<p>SEforALL will use this information for <b>accountability and internal learning purposes</b>. Learning efforts will provide details on which communications and design strategies are resonating with leaders and offer insights on how the Global Team can replicate successes for broader impact.</p>	<p>SEforALL Global Team; SEforALL donors;</p>	<p><b>5.1 Leader motivation to act [on ...] based on a new insight they gained, a communication that touched them, or someone/a partner they met</b></p>	<p>5.1.1 Leader (participant/ counterpart) motivation to take action [e.g., make sustainable energy for all a priority]</p>	<p>Leaders (participants); SEforALL counterparts; intervention lead/team interviews; Communications team</p>	<p>Surveys; counterpart interviews; social media/media analysis; document analysis of Concept note/Note of Intent/BTORs/ Intervention lead feedback/ After Intervention Report</p>	<p>Before and immediately following the intervention, but no later than six months after the intervention end date</p>
			<p><b>5.2 Leader motivation to broker partnerships [for ...] based on a new insight they gained, a communication that touched them, or someone they met</b></p>	<p>5.2.1 Leader (participant/ counterpart) motivation to follow up and build/ strengthen an action-partnership</p>			
			<p><b>5.3 Leader motivation to unlock finance [for ...] based on a new insight they gained, a communication that touched them, or someone they met</b></p>	<p>5.3.1 Leader (participant/ counterpart) motivation to follow up and build/ strengthen partnerships with individuals/groups to unlock finance</p>			

<sup>25</sup> Motivation is defined as the impetus for action on a series of goal-oriented behaviors that work towards sustainable energy for all.

# ANNEX 4B:

## OUTPUT INDICATORS ASSESSED THROUGH EVALUATION

Monitoring Question	Purpose	Audience	Judgement Criteria	Indicators	Who can provide the relevant data?	Methods <sup>26</sup>	When will the data be collected?
What does SEforALL want to find out?	How will the information be used?	With whom will the information be shared?	What criteria will be used to answer the question?	How will progress be assessed?	Who can provide the relevant data?	How will the data be collected?	When will the data be collected?
<p><b>6. To what extent do SEforALL interventions give leaders the opportunity<sup>27</sup> to .... [take action/e.g., transform the existing energy system]? [L2]</b></p> <p><u>Connection to OECD DAC Criteria</u>  <b>Effectiveness:</b> To assess whether the intervention is <b>meeting intermediate objectives.</b></p>	SEforALL will use this information for <b>accountability and internal learning purposes.</b> Learning efforts will provide details on which strategies translate into new opportunities for leaders and offer insights on how the global team can replicate success for greater impact.	SEforALL Global Team; SEforALL donors;	<p><b>6.1 [New] opportunities to broker partnerships that may contribute towards outcomes and impacts</b></p> <hr/> <p><b>6.2 [New] opportunities to unlock finance that may contribute towards outcomes and impacts</b></p>	Indicators for this question are mostly beyond the scope of monitoring and will therefore be assessed through evaluation.	Leaders (participants); SEforALL counterparts; intervention lead; Communications team	Surveys; counterpart interviews; social media/media analysis; document analysis of Concept note /Note of Intent/ BTORs/ Intervention lead feedback/After Intervention Report	Before and immediately following the intervention, but no later than six months after the intervention end date
<p><b>7. Are the results of SEforALL interventions likely to be sustained? [L2]</b></p> <p><u>Connection to OECD DAC Criteria</u>  <b>Sustainability:</b> Assesses whether the outcomes and impacts of the intervention are <b>likely to continue</b> without direct support from SEforALL.</p>	SEforALL will use this information for accountability and internal learning purposes. Learning efforts will attempt to understand SEforALL's influence on leader attitudes and outlooks towards SDG 7.	SEforALL Global Team; SEforALL donors;	<p><b>7.1 Leaders (participants/ counterparts) have the <u>commitment/ ownership necessary to sustain</u> ... [e.g., collective action towards outcomes and impacts]</b></p> <hr/> <p><b>7.2 Leaders (participants/ counterparts) have the <u>capacity necessary to sustain</u> ... [e.g., collective action towards outcomes and impacts]</b></p>	Indicators for this question are beyond the scope of monitoring and will therefore be assessed through evaluation.	Leaders (participants); SEforALL counterparts; Communications team	Surveys; counterpart interviews; social media/media analysis; [network analysis]	Before and immediately following the intervention, but no later than six months after the intervention end date

<sup>26</sup> Data collection methods: To account for heterogeneity among interventions, data collection methods will be determined at the design stage. Where possible, SEforALL will collect data during or immediately following the intervention, aiming to have all data collected within six months of the intervention end date.

<sup>27</sup> Opportunities to make decisions are defined as the situational conditions that allow for leaders to form new partnerships that unlock financing for and drive action towards sustainable energy for all.

# ANNEX 5:

## MONITORING EFFICIENCIES AT THE ORGANIZATIONAL LEVEL (EXAMPLES)

ORGANIZATION <sup>28</sup> : The SEforALL Non-Governmental International Organization		
Core business processes	Evidence	Data source(s)
Annual strategy, business plan and budget planning exercise	Business Plan updated (Date) Work Plan updated (Date) Budget Plan updated (Date) and resources plan vs actual	Relevant documents
Quarterly progress and budget reviews	Reviews completed (Date)	Relevant documents
Project specific and annual performance reviews for staff	Completed by due date (%)	HR system data
Systematic and Lean Learning Processes	Completed (% of Interventions)	Relevant documents
Annual Risk Review	Completed (Date)	Document
Structural	Evidence	Data sources
Oversight and strategic guidance	Updates on format and progress	Relevant Documents
Flat hierarchy	Updates on format and progress	Organization structure Staff survey
Policies and Procedures	List of completed and outstanding policies/ procedures	Documents
Critical Relationships	Updates on progress	Stakeholder analysis
Resource use	Evidence	Data sources
People	Actual/Plan, Diversity (gender/countries, etc.)	HR system data
Funding	Actual/Plan	Financial management system data
Knowledge	Knowledge Strategy (Date)	Document/self-report
Partnership Framework	Evidence	Data sources
Simplifying, standardizing, supporting	<ul style="list-style-type: none"> <li>• Simplifying - Types of Partnerships: Narrative</li> <li>• Standardizing – Partnership Framework (Date): partners signed onto new partnership framework</li> <li>• Supporting – Narrative, Partner feedback</li> </ul>	Documents Stakeholder analysis/Network analysis
Compelling package	Partner Feedback: Awareness, motivation and perceived utility of partnerships	Survey/interviews
Same Service Everywhere	Network and connection opportunities are provided in an equivalent way to the global SEforALL team	Survey/interviews

<sup>25</sup> Monitoring SEforALL processes efficiency directly follows the key elements for SEforALL's internal management that have been laid out in the business plan.

# ANNEX 6: THE MONITORING PROCESS AT SEforALL

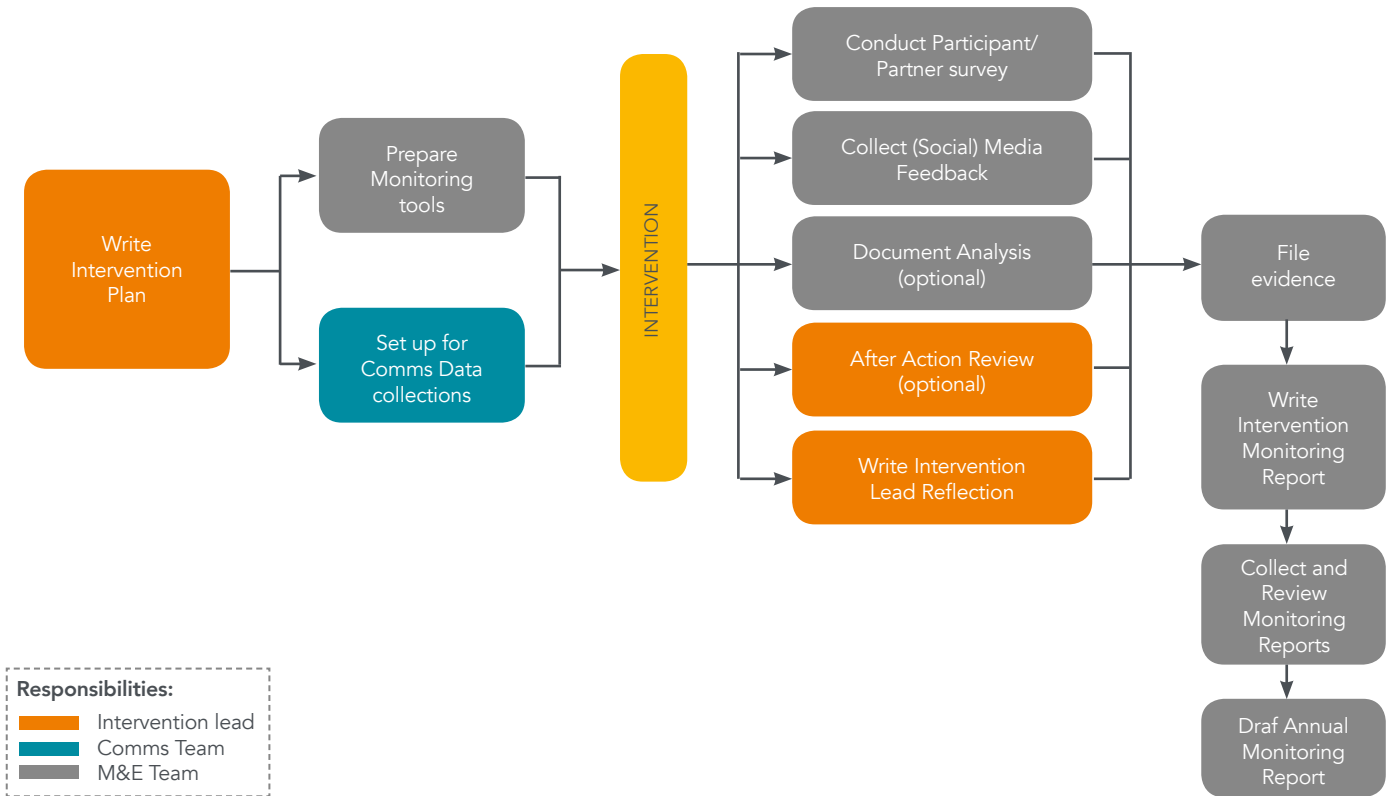




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