

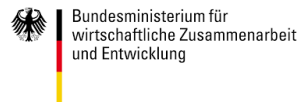


2017 ANNUAL REPORT ANNEX

MONITORING REVIEW

SUSTAINABLE ENERGY FOR ALL

FUNDING PARTNERS IN 2017*



* Funding Partners are presented in alphabetical order.

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EXECUTIVE SUMMARY

Sustainable Energy for All (SEforALL) is a global, multistakeholder platform which aims to drive actions needed to achieve Sustainable Development Goal 7 (SDG 7). This report is the first Annual Monitoring Review of SEforALL and its purpose is three-fold, providing:

1. A summary of SEforALL accomplishments and results in 2017;
2. A review of SEforALL's performance;
3. Insights and areas of focus for improvement.

In 2017, SEforALL organized its work in three work streams: Energy Efficiency First, Leaving No One Behind, and Sustainable Energy Diplomacy. These three work streams are built on a foundation of crosscutting inputs, composed of the Body of Evidence, the SEforALL Forum and the SHINE campaign. Through these three work streams, SEforALL delivered a series of outputs (interventions) in accordance with its overarching Program Theory of Change and aligned with its Theory of Action. SEforALL's Program Theory of Change represents SEforALL's overall performance storyline. The monitoring is a performance assessment of SEforALL's outputs in 2017 and establishes a baseline for subsequent monitoring reviews.

STRENGTHS: In 2017, SEforALL delivered its interventions with a clear target audience in mind. SEforALL disseminated new strategic insights, motivated actors to broker partnerships and leaders to unlock finance for SDG 7. Monitoring found that SEforALL could deliver most of its interventions as originally intended. Therefore, monitoring of 2017 interventions provides confidence that SEforALL is on track in reaching its overarching outcomes, as stated within SEforALL's Program Theory of Change.

INSIGHTS AND FOCUS AREAS FOR IMPROVEMENT: Insights and focus areas for improvement by SEforALL include:

1. SEforALL was particularly strong in designing interventions, especially regarding engagement with its target audience. More advanced planning and improved time management

is now facilitating more effective use of resources, and timely execution of interventions. Planning of work plan deadlines now includes extra time for unplanned internal and external incidents.

2. Many of SEforALL's most successful interventions were bolstered by opportunities that allowed staff to capitalize on cross-pollination and engagement opportunities at conferences and global foras. This is being continued in intervention launches and strategic partner engagement.
3. To increase SEforALL's ability to identify and mitigate risks, SEforALL is benefiting from improved internal and external communication. This should also increase the overall efficiency of SEforALL's intervention delivery.
4. Throughout 2017, resource capacity adversely affected delivery and ability to meet deadlines. SEforALL has developed additional procedures that ensure resource needs are adequately assessed before interventions are approved.
5. The reports published by SEforALL were high quality reports. More attention is being placed on identifying avenues to ensure post-publication engagement and involvement of all relevant in-country partners.
6. A limited number of interventions had data available to monitor intervention efficiency. SEforALL has noted this short-coming and is mitigating this in future monitoring exercises.

Monitoring of 2017 activities and outputs showed that SEforALL continues its development as an organization and is making good progress in delivering results. Staff members are learning from their experiences and delivery of future interventions has good potential. To ensure this information is translated into more effective actions, SEforALL should continue to reflect critically on the delivery and efficiency of its operations and incorporate these insights into actions that address the focus areas for improvement included in each work stream review.

1 INTRODUCTION

SEforALL's mission is to empower leaders to broker partnerships and unlock finance to achieve universal access to sustainable energy, as a contribution to a cleaner, just and prosperous world for all. SEforALL does this by systematically drawing on strategic insight, building on compelling communications and delivering through and with action-oriented partnerships in its interventions. To track progress towards achieving its mission, SEforALL adopted a Monitoring, Evaluation and Learning (MEL) Framework in November 2017. The MEL Framework details how SEforALL monitors and evaluates its resources, activities, and its results; uses periodic assessment and analysis to guide future intervention planning and implementation; and shares the data and information generated for learning and improving performance.

In accordance with the MEL Framework, SEforALL assesses its performance throughout the year and on a yearly basis through an annual monitoring review. The 2017 Annual Monitoring Review is the first of its kind and will form

a baseline for the future. Learning from this first review will also help to refine and improve monitoring for future years. The 2017 Annual Monitoring Review should be read in conjunction with SEforALL's 2017 work plan (Annex 4), which consists of 29 interventions (Table 1). Readers are advised that the 2017 Annual Monitoring Review is abbreviated as the MEL Framework was only adopted in November 2017.

To ensure consistency in monitoring, and to allow comparison of focus areas for improvement, the 2017 Annual Monitoring Review groups the 2017 interventions by the revised work streams listed in the 2018 work plan, approved by the SEforALL Board of Directors in December 2017. The three work streams are: Energy Efficiency First, Leaving No One Behind, and Sustainable Energy Diplomacy. These are underpinned by work on the Body of Evidence, the SEforALL Forum, and campaigns. The mapping of the 2017 interventions to the work streams is provided in Table 1.

TABLE 1: SUMMARY OF 2017 INTERVENTIONS BY 2018 WORK STREAM

2018 Workstreams	2017 Interventions		
Energy Efficiency First	Cooling for All		
Leave No One Behind	People-Centered Accelerator SIDS STEP proposal Energizing Finance Research Series Energy Access Dividend		
Sustainable Energy Diplomacy	<table border="1"> <tr> <td> IRENA Assembly World Future Energy Summit World Economic Forum WBG-IMF Spring meeting UN High Level Political Forum UN General Assembly & Climate Week WBG-IMF Annual Meeting Clean Cooking Forum Council SEforALL Africa Hub Meeting SEforALL LAC Hub Meeting </td> <td> G20 COP23 AFDB Expo CEM 8 GEF Engagement UNDP Engagement Convene around utilities </td> </tr> </table>	IRENA Assembly World Future Energy Summit World Economic Forum WBG-IMF Spring meeting UN High Level Political Forum UN General Assembly & Climate Week WBG-IMF Annual Meeting Clean Cooking Forum Council SEforALL Africa Hub Meeting SEforALL LAC Hub Meeting	G20 COP23 AFDB Expo CEM 8 GEF Engagement UNDP Engagement Convene around utilities
IRENA Assembly World Future Energy Summit World Economic Forum WBG-IMF Spring meeting UN High Level Political Forum UN General Assembly & Climate Week WBG-IMF Annual Meeting Clean Cooking Forum Council SEforALL Africa Hub Meeting SEforALL LAC Hub Meeting	G20 COP23 AFDB Expo CEM 8 GEF Engagement UNDP Engagement Convene around utilities		
Cross-cutting Input			
Body of Evidence	Global Tracking Framework Readiness for Investment in Sustainable Energy Report State of Energy Access Report SEforALL Heat Maps		
SEforALL Forum	SEforALL Forum		
Campaign	SHINE Campaign		

2 MONITORING FOCUS AND METHODOLOGY

The three central monitoring questions defined in SEforALL's MEL Framework form the foundation and focus of SEforALL's monitoring efforts:

1. Are SEforALL's interventions well designed?
2. Are SEforALL's interventions delivered as originally designed and/or intended?
3. Are SEforALL's interventions inputs translated to outputs in a timely, efficient manner?

SEforALL bases its monitoring on the Program Theory of Change and Theory of Action outlined in the MEL Framework. The Program Theory of Change outlines the preconditions and pathways to achieve SDG 7 and forms the basis of SEforALL's programming. SEforALL monitors at three levels within its Program Theory of Change: Level 2 (intermediate outcomes), Level 3 (output) and Level 4 (input). The intermediate outcome level (Level 2) is beyond the scope of current monitoring efforts as SEforALL's MEL Framework was only adopted in November 2017, and this level is excluded from the 2017 Annual Monitoring Review.

SEforALL's Theory of Action is embedded at the activity level and monitors Level 3. It is the delivery model for the organization's Program Theory of Change. The Theory of Action provides a map of activities that form SEforALL's interventions.

SEforALL's activities include actions taken or work performed by SEforALL's teams drawing from three categories:



Strategic Insight, Action-Oriented Partnerships, and Compelling Communications. By linking these categories of activities SEforALL's interventions:

1. Systematically draw on strategic insight to catalyze change;
2. Utilize compelling communications to propagate knowledge; and
3. Are delivered through and include action-oriented partnerships.

SEforALL employed a diverse set of monitoring tools to assess the 2017 engagements. These include: intervention lead interviews, counterpart interviews, participant surveys, media and social media analysis, intervention concept notes, documents, reports, and authored studies. The monitoring data and evidence were collected according to the three central monitoring questions and corresponding indicators and were further assessed by using the defined Merit Rubric.

For details on SEforALL's assessment rubric, please see Annex 2. For detailed performance ratings, please refer to Annex 3.

For the review of SEforALL's activities (Theory of Action), please refer to Annex 1.

An external mid-term formative evaluation is being conducted in the first half of 2018 to provide in-depth information to contribute to continuous improvement of SEforALL interventions. This will ensure that they are as relevant, efficient, and effective as possible or, where not, modified or cancelled. The mid-term formative evaluation will also suggest improvements to strengthen the MEL Framework. This 2017 Annual Monitoring Review is an input to the mid-term formative evaluation.

Limitations of the 2017 Annual Monitoring Review

Since the MEL Framework was adopted in November 2017, there are limitations to the 2017 Annual Monitoring Review:

1. Monitoring indicators in the initial MEL Framework were set up entirely on an operation level, with a focus in activities. This is a shortcoming that SEforALL has noted and is adapting for future monitoring cycles to also cover monitoring of outputs and intermediate outcomes.
2. Data on some interventions are limited, especially on interventions and activities in Q1 and Q2 of 2017 as monitoring was done retrospectively for 2017. SEforALL is addressing these data gaps for future monitoring periods.
3. Although financial data is available on page 18 of the Annual Report, in 2017 the financial information was collected at a summary level, and not by intervention. This limits analysis, particularly in relation to deployment of resources and delivery of results. Budget line items, such as intervention budgeting and timesheets, have been introduced for 2018 and will allow for a robust monitoring for future reviews.

3 REVIEW OF SEforALL'S INTERVENTIONS

3.1 ENERGY EFFICIENCY FIRST

The purpose of the Energy Efficiency First work stream is to inspire leaders to mobilize finance and broker partnerships that place energy efficiency and demand-side solutions at the core of all energy plans and business strategies. The objective is to drive vital collaboration and innovation by governments, corporates, and civil society by supporting champions for energy efficiency and productivity in the most energy-intensive countries and sectors.

In 2017, SEforALL launched its Cooling for All intervention to draw leaders' attentions to the critical issues surrounding the need to provide sustainable cooling systems for all. The work launched in 2017 consists of a Global Panel, with SEforALL as the convener and secretariat, and a report to be published in July 2018. The Global Panel will describe the issues in providing sustainable and affordable cooling for all – in line with SDG 7 – and efficient and HFC-free – in line with the Kigali Amendment to the Montreal Protocol. At the first panel meeting, SEforALL made efforts to effectively connect leaders to new strategic insights through discussions and inputs related to the Global Access to Cooling report and to shift the dialogue and motivate leaders to engage their network to act. In establishing a high-level Global Panel, SEforALL set the stage for providing leaders with the motivation they need to broker partnerships and develop programs related to Cooling.

Monitoring analysis found that SEforALL designed the activity portfolio under the Cooling for All Initiative with a target audience in mind and took active steps to engage that audience. At the first Cooling for All Global Panel meeting, SEforALL's objectives were achieved in line with the concept note.

STRENGTHS AND ONGOING IMPROVEMENT: SEforALL performed well in designing and executing the Cooling for All intervention in 2017. The first meeting was held during the week of the UN General Assembly and Climate Week, which helped to get the Global Panel members together, including ministers and their staff. It also posed a challenge, as key stakeholders were pulled out of the room to attend other meetings. Cooling for All successfully linked its objectives to the Program Theory of Change and contributed to achieving the behavioral change SEforALL wants to see in leaders. This provides evidence that taking the time to align interventions with the Program Theory of Change pays off in the long run. Going forward, SEforALL could improve meeting coordination so key delegates are able to attend and do not have competing invitations.

3.2 LEAVE NO ONE BEHIND

The work stream Leave No One Behind is designed to empower leaders to take the actions needed to unlock finance and broker partnerships towards closing the gap in sustainable energy services, to increase renewable energy consumption, and to ensure approaches embrace the energy poor and women. Through this work, SEforALL aims to center social inclusion, women's empowerment and gender approaches as primary objectives of the global energy transition necessary for achieving SDG 7 and the Paris Climate Agreement. The interventions in the work stream are supported by a combination of data and evidence analysis, targeted and strategic partnerships, and strong communications that target decision-makers, both public and private, in search of speed and scale.

Throughout 2017, SEforALL monitored four interventions in this work stream:

1. People-Centered Accelerator;
2. Energizing Finance Report Series;
3. Why Wait? Seizing the Energy Access Dividend report;
4. The Green Climate Fund (GCF): “Small Island Developing States – Sustainable Transition to Energy Program” (SIDS-STEP).

In summary, SEforALL did particularly well in designing its interventions. All interventions had a target audience or subset of leaders in mind and all took active steps to engage that audience by connecting them to new strategic insights and motivating them to broker partnerships and unlock finance for SDG 7. Integrating post-launch engagement efforts into the overall design could increase the impact of SEforALL’s interventions on leader motivation. While all interventions achieved their objectives in line with their concept notes, there is the potential to focus more attention on managing challenges and risks. Improvements could also be made in the areas of resource allocation, use, and efficiency. Whereas most interventions had adequate financial resources and were therefore able to comply with work plan deadlines, in some cases constraints on staffing affected intervention delivery.

3.2.1 PEOPLE-CENTERED ACCELERATOR

In 2017, the People-Centered Accelerator was initiated and convened 45 partners around an action-oriented platform to advance gender, equality, social inclusion, and women’s empowerment in the sustainable energy sector. The People-Centered Accelerator has the objective of increasing leader awareness or motivation to broker partnerships and unlock finance for advancing gender and

social inclusion in sustainable energy. Following extensive consultations to measure interest, the SEforALL Forum hosted a soft launch for the People-Centered Accelerator. Three months later, a meeting in Iceland convened over 30 experts on gender, energy, and social inclusion to define the role for the accelerator in energy planning, workforce development, and investment decisions. At this meeting, the experts identified opportunities for collaboration and forged new professional relationships. SEforALL encouraged partners to access and share knowledge, develop new working relationships, and to map and think through new capital flows that would place women at the center of energy and sustainability planning worldwide. This was well thought-out and the planned mix of participants and strategic program successfully paid off as stakeholders were confident that the planning meeting brought together the right mix of leaders and they identified the diversity and talents of the planning committee to be a major contributor to success.

Before initiating the People-Centered Accelerator, SEforALL identified and engaged its target audience. Stakeholder analysis and mapping exercises conducted in Q1 and Q2 of 2017 leveraged the existing SEforALL partner network to develop a list of potential collaborators for the first design meeting. The stakeholder mapping informed the leader engagement strategy and the intervention design. To address the concern raised after the soft launch that expectations of partners were not clear, SEforALL took preventative measures and engaged in an additional mapping exercise to ensure risks were managed appropriately.

The formal launch of the People-Centered Accelerator took place at COP23 of the United Nations Framework Convention on Climate Change (UNFCCC) in Bonn, Germany, in November 2017. SEforALL also launched the People-Centered Accelerator’s first report – «Opening Doors: Mapping the Landscape for Sustainable Energy, Gender Diversity, and Social Inclusion” – at COP23. For the launch, SEforALL identified leaders active in gender and climate issues as the target audience. SEforALL made a deliberate effort to provide new strategic insights

from increased data and evidence and used COP23 as a platform for the UNFCCC to announce the agreement on the Gender Action Plan and how the People-Centered Accelerator could help with its implementation. SEforALL also disseminated evidence and communications from the People-Centered Accelerator to other partner events to focus on the need for gender-disaggregated data and the role of this data in filling the gender gap. Media coverage of the report and the launch of the People-Centered Accelerator was picked up by major development outlets such as Devex, IISD SDG Knowledge Hub, and Power Switch. This indicates that the launch was clearly linked to leader awareness and had a positive impact on targeted leaders. The launch event of the People-Centered Accelerator also generated large coverage on social media, indicating SEforALL's messaging strategy paid off as it successfully engaged its target audience.

SEforALL's consultations and successful stakeholder mapping provided insights that informed the strategy for the planning meeting in Iceland, which then informed the content and messaging of the Accelerator's launch at COP23. SEforALL was consistent with its concept note and work plan, therefore able to achieve the result it hoped for. As the People-Centered Accelerator is still in its early phase, it allows SEforALL to think more critically about how to leverage parallel conversations across conferences and meetings to broaden impact.

STRENGTHS AND ONGOING IMPROVEMENT: The review of the People-Centered Accelerator intervention showed that the design and delivery were performed well. The intervention connected leaders to new strategic insights and motivated them to act. The launch of the People-Centered Accelerator's first report – "Opening Doors: Mapping the Landscape for Sustainable Energy, Gender Diversity, and Social Inclusion" – provided leaders with good, quality data to inform their work. To meet the objectives from partners of the accelerator, two working papers that support the People-Centered Accelerator and thematic work on data and evidence were launched, as well as case studies showing good practice

approaches. There was strong evidence that the launch of the People-Centered Accelerator at COP23 targeted and engaged its intended audience. Cross-pollination with COP23's Gender Day activities allowed similar voices and narratives to amplify SEforALL's message throughout the conference and vice versa. SEforALL was very strong in delivering activities under the People-Centered Accelerator in an efficient and effective way. Monitoring found that SEforALL could enhance the impact of the intervention with improved planning to take advantage of all given circumstances and to further strengthen this intervention by tailoring its engagement directly to each event.

3.2.2 ENERGIZING FINANCE REPORT SERIES

The Energizing Finance Report Series aimed to provide leaders with missing evidence on financial flows to energy access to a number of focus countries, in efforts to close the energy gap. This missing evidence was first identified in 2016 in consultations with the UNSG Advisory Board Members and Sherpas, as well as with other actors in the SEforALL movement. To provide this missing evidence, SEforALL has convened a research partnership. The research partnership includes the African Development Bank (AfDB), the World Bank Group, Practical Action Consulting, E3 Analytics, and the Climate Policy Initiative (CPI).

SEforALL received positive feedback on the Energizing Finance Report Series from its research partners. The partners were particularly pleased with the contribution to existing data on the state of finance for electricity and clean cooking, as it provides missing evidence on what would be needed to achieve universal energy access.

SEforALL launched the report series at the UN General Assembly in September 2017 to target leaders. The launch speech by SEforALL's CEO and Special Representative of the UN Secretary-General Rachel Kyte highlighted that financial flows must increase in volume and be tar-

geted to ensure no one is left behind. The clear and well-designed visual presentation produced a strong launch that garnered a positive reaction among audience members. Counterparts even stated that the Energizing Finance Report Series was a milestone achievement for professionals working in the energy access space. Across social media, SEforALL graphics, videos, and daily posts in the lead up and during the launch used the hashtag #SDG7Finance. In the month of the launch, September 2017, #SDG7Finance generated over 2,284,000 impressions through SEforALL's Twitter account (@SEforALL.org), driven by SEforALL's live tweeting at the launch event. This social media uptake indicated that a broad audience had been reached that also shared their insights gained with their respective networks.

SEforALL designed and marketed the Energizing Finance Report Series for a global target audience. The team took careful steps to engage with a diverse group of stakeholders – including policymakers, ministers of finance, development finance decision-makers, impact investors, philanthropists, and market actors – and, in doing so, ensured the content of the report gave voice to the needs of the constituents. In the week of the UN General Assembly, SEforALL presented the report to a meeting of philanthropists and impact investors – another key target audience. With more than 50 organizations present, SEforALL succeeded in getting the report series' key messages to an important community that SEforALL is working to engage in the effort to close the energy access gap.

SEforALL delivered a high-quality report and launch event that was consistent with its work plan. Due to the tight work plan and schedule, SEforALL was unable to allocate more time and planning to post-launch communications to broaden its dissemination and reach more members of its intended audience. Some of the partners missed their deadlines and changes in deadlines led to a breakdown in communications within the research partnership and reduced time available for in-depth reviews of the report series. Consequently, the partners working on the

Energizing Finance Report Series with SEforALL felt that the series could have benefited from more time for external and internal review in order to strengthen its tone and presentation. SEforALL will also improve the appearance of future reports.

STRENGTHS AND ONGOING IMPROVEMENT:

Monitoring found that the Energizing Finance Report Series had a strong intervention design and was delivered in an effective manner. The very positive reception and response from the audience and partners of the series has led to the intent to continue and deepen the series. Counterpart interviews stated that the overall engagement with partners was consistent, transparent, and productive; that the quality of the report was high; and that it successfully filled previous knowledge gaps. However, interviews with report collaborators indicated that, given the strength and quality of the report, SEforALL could have allocated more time and planning to post-launch communications to broaden its dissemination and reach all members of its target audience. It was further identified that there is a need to prioritize more in-country advocacy to ensure the report findings reach and motivate leaders who can influence energy access uptake in domestic markets. It was suggested that SEforALL ensure that the Energizing Finance Report Series is featured more prominently in media, blog posts, and publications.

3.2.3 WHY WAIT? SEIZING THE ENERGY ACCESS DIVIDEND REPORT

The Why Wait? Seizing the Energy Access Dividend report – in partnership with ODI and Power for All – was aimed to increase awareness and provide evidence of the benefits of early access to electricity solutions to close the energy access gap.

To ensure that the methodology and analysis were rigorous, SEforALL initiated and convened a steering group with Power for All that included the Acumen Fund, DFID,

GOGLA, and the World Bank. The final report provides an initial framework that enables decision-makers to assess the benefits, or dividends, of providing early access to electricity. The report is framed around three illustrative national examples – Bangladesh, Kenya, and Ethiopia.

SEforALL and its partners incorporated the target audience into the design of the report using stakeholder analysis. Being able to clearly target an audience with the report, allowed for targeted engagement at the launch event during COP 23. It resulted in promising media coverage, with references to the report in 28 articles with an estimated reach of 55 million readers.

Following the initial Why Wait? Seizing the Energy Access Dividend report findings and report, SEforALL will continue its partnership with Power for All and move into a second phase. This next phase will include further socialization of the dividend approach, broadening of the academic and research stakeholders engaged, and cultivating key target audiences that would benefit from the results of the energy access dividend work (e.g., WHO for health benefit analysis).

Compliance with work plan deadlines was sometimes difficult, as competing priorities affected planning and time management. For example, the contracting process took longer than planned. Counterparts stated in interviews that the report delivery process was rushed toward the final deadline due to the late start and the competing priorities of partners. On SEforALL's side, limited staffing contributed to the rush and staff members were required to double their work hours to reach the deadline. While SEforALL staff intervened to address some of the challenges that arose from insufficient management time, the team still encountered barriers in the review process, which impacted the report's methodology and tone. Furthermore, lack of effective communication between external partners and internal teams was also found to adversely impact the report. Consequently, the report was only presented as an "initial framework".

STRENGTHS AND ONGOING IMPROVEMENT: In summary, 2017 monitoring efforts found that the Why Wait? Seizing the Energy Access Dividend report was strong in intervention design. Opportunities for improvement identified include a stronger line of communication between SEforALL and its partners and a longer report development period that could have allowed the team to deliver a more robust methodology and a higher quality product.

3.2.4 GCF SIDS-STEP PROPOSAL

SEforALL was invited by the Green Climate Fund (GCF) to act as a partner consultant for the Rocky Mountain Institute-Carbon War Room (RMI) in a proposal for consideration by the GCF. The proposal is to enable Small Island Developing States (SIDS) to transform their economies from primarily fossil fuel-based electricity generation to include high levels of renewables in the energy mix. SEforALL's role in the SIDS-STEP proposal had several dimensions, including the provision of analytical support to build the evidence around why SIDS require a program such as SIDS-STEP to enable them to transform their economies. This support included drawing on data from the Global Tracking Framework (GTF) and the Regulatory Indicators for Sustainable Energy (RISE) databases, as well as an analysis on the carbon intensity of these economies. SEforALL also provided input on the role that it would play in the implementation of a SIDS-STEP program, which included ensuring the SIDS were included in future RISE data collection efforts and drawing on SEforALL's convening power in the region.

The collaborative work engagement started in 2016, when SEforALL held a strategy meeting in New York to scope the concept. SEforALL has focused its consultative efforts on helping RMI develop a concept that is replicable and scalable using data from the GTF and RISE for evidence-based decision-making. To address existing data and knowledge gaps facing SIDS, SEforALL staff initiated a review of available data that illustrated the state

of energy in these economies. SEforALL further identified that while GTF data existed for SIDS, RISE data was not available for most of the countries chosen under the SIDS-STEP proposal. The proposal to the GCF, therefore, incorporated the need to build RISE data sets in these countries to enable governments and financiers to assess the enabling environment in these economies. The proposal also drew on the analysis undertaken by the SEforALL team to make the case for the SIDS-STEP.

SEforALL's analysis and technical work allowed it to shape dimensions of the final proposal based on the latest evidence. The GCF Board considered the proposal in Q3 of 2017 and initially decided not to move forward. However, following the hurricanes in the Caribbean in 2017, the GCF Board has asked RMI to submit a new proposal focusing only on the Caribbean countries within SIDS and incorporating adaptation measures in the proposal. The proposal is currently being drafted, with input from SEforALL, and is to be handed to the GCF Board for consideration at its October 2018 meeting.

Competing priorities posed an internal threat to the delivery of this intervention, but SEforALL successfully identified that risk and engaged management time to achieve SEforALL's objectives for its contribution to the SIDS-STEP proposal. Collaborative engagement made sure that the final written proposal was grounded in evidence to shape the program of the GCF. SEforALL's active risk mitigation and planning led to the SIDS-STEP proposal outputs, a project strategy, and a report, being consistent with the work plan.

STRENGTHS AND ONGOING IMPROVEMENT: SEforALL designed and implemented its work and contribution to the SIDS-STEP proposal effectively and met the deadlines outlined in the work plan. One of the primary motives of the intervention was to motivate the GCF to address funding barriers for SIDS. The final deliverable, a funding proposal to the GCF, directly addressed these needs. Monitoring efforts found intervention resources were sometimes limited due to competing priorities. Despite

these challenges, the objective of SEforALL's submission of a high-quality funding proposal for SIDS that was both grounded in evidence and had a scalable component was achieved. However, the GCF decided initially to not move forward and a revised proposal is being drafted.

3.2.5 INSIGHTS AND FOCUS AREAS FOR IMPROVEMENT

ACCOMPLISHMENTS: SEforALL was very effective in its stakeholder analysis and mapping going into the People-Centered Accelerator. The intervention's strategy, messaging, and activities were informed by a stakeholder exercise that allowed a strong and clear intervention design and delivery. The Global Team can learn from this intervention and incorporate similar exercises in all intervention planning.

SEforALL performed very well in designing and delivering the People-Centered Accelerator intervention with objectives closely linked to the Program Theory of Change. As this contributes to achieving the behavioral change it wants to see in leaders, the Global Team could consider incorporating this approach in all its intervention planning.

FOCUS AREAS FOR IMPROVEMENT:

EFFECTIVENESS

- Devote more time and resources to develop a post-report launch communications strategy to effectively engage leaders and have impact globally and in-country. For example, SEforALL could benefit from incorporating the findings of the Energizing Finance Report Series into other SEforALL interventions, which, in turn, would further disseminate the messaging of the report series.

EFFICIENCY

- Improve resource efficiency, communication between teams, planning, and time management.
- Agree upon a timeline for procurement and contracting to improve overall performance.

3.3 SUSTAINABLE ENERGY DIPLOMACY

Through the Sustainable Energy Diplomacy work stream, SEforALL supports both the global architecture and a global movement seeking to move forward the action agenda on sustainable energy. Recognizing that policy is an accelerant for critical action on SDG 7 and that appropriate finance is crucial, the SEforALL CEO, who is also the Special Representative of the United Nations Secretary General for Sustainable Energy for All (SRSG), seeks to support ambition on sustainable energy within the UN system and other global goal-setting and implementation fora.

In 2017, the Sustainable Energy Diplomacy work stream consisted of 18 separate engagements (activities), monitored as one intervention.

SEforALL's engagements under the Sustainable Energy Diplomacy work stream were designed with the clear objective of increasing leader awareness or motivation to broker partnerships and unlock finance for sustainable energy for all. To increase leader awareness, SEforALL centered its speaking engagements on its publications, data, and core issues. For example, at the opening day of the United Nations General Assembly in New York City, data from the Energizing Finance Report Series were used to highlight the speed and scale at which financial flows must increase to ensure no one is left behind in the global energy transition. The clear and well-designed visual presentation on the Energizing Finance Report

Series produced a strong launch that garnered a positive reaction among audience members. A news announcement on September 20, 2017 showed the data presented by SEforALL had a positive impact on targeted leaders.

In 2017, SEforALL provided targeted messaging campaigns to audiences across the world; these communities shared SEforALL's objective for a sustainable energy movement. Examples include the 2017 World LPG Forum and the 2017 Clean Cooking Forum. SEforALL targeted and engaged professionals on the importance of establishing markets for clean fuels and clean cooking. For the SAIS Global Women in Leadership Conference, which coincided with an energy access event at the World Bank and IMF spring meetings, SEforALL crafted a narrative on women as climate change leaders, actively marketing the speech to its intended audience. This targeted approach led to increased media visibility for high-level engagements. For example, SEforALL's engagement at COP23 resulted in a wide social media uptake.

SEforALL's high-level strategic engagement efforts had a clear purpose of engaging a target audience. Efforts were intended to either drive the discussion toward the inclusive energy transition or to maneuver a target group of leaders into a position in which they act. For example, at the 2017 World Economic Forum in Davos, Switzerland, opportunities to facilitate climate track meetings allowed SEforALL to shape a dialogue towards the energy transition. Similarly, through a series of targeted engagement efforts with corporate partners and industry associations, SEforALL expanded its partnership network. Both efforts allowed SEforALL to test and discern specific engagement strategies linked to its Theory of Change that engaged its target audience and achieved its objectives.

Compliance with work plan deadlines was sometimes difficult for SEforALL, as competing priorities limited capacity. For example, SEforALL was unable to meet its objective of engaging finance ministers and staff around the Energizing Finance Report Series launch at the 2017 World Bank and International Monetary Fund annual

meeting in Washington, D.C., as this overlapped with a very busy time for SEforALL staff. As a result, the teams had limited time to curate the event. In the case of the 2017 Clean Cooking Forum, SEforALL had several months to prepare a speech but, due to a busy schedule, much of the important planning occurred very close to the deadline. Limited opportunities for proper communication between and within internal teams adversely affected time and risk management. SEforALL has taken time to reflect on these experiences and has identified actionable steps to prevent similar issues from arising in the future.

Engagements that took place after the meeting showed that SEforALL learned from this experience and improved the planning process. In addition, successful end products – like the well-organized launch of the Energizing Finance Report Series at the UN General Assembly – are evidence that SEforALL is improving its facilitation of high-quality events at the global level. SEforALL is also improving the implementation of preventative measures to manage risks appropriately.

STRENGTHS AND ONGOING IMPROVEMENT: The review of the Sustainable Energy Diplomacy work stream found its core strengths were its ability to design high-level engagements. The monitored engagements used the data and action agenda to shape or buttress the global discussion on sustainable energy by centering engagement activities on recent publications and core areas of focus. However, competing priorities and deadlines often pulled staff in conflicting directions, which increased the risk of not meeting the targeted objective. Opportunities for effective communication between and within internal teams were sometimes missed, which contributed to last-minute planning. Staffing challenges were further compounded by the need for more management time to support the agile and flexible work style required by an organization of SEforALL's size and ambition. Staffing challenges have been recognized and solutions to improve workload management have been identified and are being implemented.

3.3.1 INSIGHTS AND FOCUS AREAS FOR IMPROVEMENT

ACCOMPLISHMENTS: SEforALL carefully designed this intervention and took deliberate steps to craft messaging for a target audience. Furthermore, SEforALL was successful in leveraging its speaking engagements to frame the discussion around an inclusive energy transition.

FOCUS AREAS FOR IMPROVEMENT

RELEVANCE

- Currently, it is difficult for SEforALL to discern whether communication efforts are actively engaging and motivating new leaders or whether they only reach a subset of leaders who are already motivated to work toward an inclusive and sustainable energy transition.
- SEforALL could invest in a more robust understanding of its social media presence through stakeholder and further data analyses, as that may reveal new avenues for more targeted messaging and leader engagement.

EFFICIENCY

- Improve advanced planning to alleviate risks surrounding event launches, presentations, and speaking engagements.
- Earlier planning would also benefit communications efforts, by allowing the development of more concise messaging strategies.

EFFECTIVENESS

- SEforALL needs to assess the optimal staffing level and management time required. This will improve SEforALL's agile and flexible work style, as required by an organization of SEforALL's size and ambition.

3.4 BODY OF EVIDENCE

SEforALL's work on the Body of Evidence incorporates interventions that support other SEforALL work streams. These interventions are intended to marshal evidence on policy, finance, and the impact of activities in order to benchmark progress and make the evidence easily accessible to decision-makers. Better-informed decisions will spur effective action towards the achievement of SDG 7. SEforALL's work also includes collaborative efforts among its data partners, where SEforALL provides the convening and communications support. Internally, the Body of Evidence is used to shape SEforALL's strategy, notably by identifying the areas of interventions, priority countries, and potential partners. It further serves as the basis for external communication for the dissemination of SEforALL activities and for recommendations to targeted audiences, including governments, private players, or financiers.

SEforALL initiated and monitored four interventions under the Body of Evidence in 2017: The Global Tracking Framework (GTF); the series of heat maps identifying key areas for maximum impact toward SDG 7; the Regulatory Indicators for Sustainable Energy (RISE) report; and the State of Energy Access Report (SEAR).

In summary, Body of Evidence interventions demonstrated adequate performance across indicators. However, monitoring identified several focus areas for improvement. Monitoring found that SEforALL had designed strong interventions with all interventions built around a clear target audience or subset of leaders and which actively engaged that audience. However, the strength of the intervention design was often offset by performance in other areas—for example, limited staff or management time. A few interventions also lacked strong engagement from SEforALL counterparts, which SEforALL has no control over and which adversely affected intervention work plans and SEforALL's ability to implement its work in an efficient manner. Given the considerable obstacles across several interventions, it is notable that SEforALL delivered its outputs on time despite resource and

delivery challenges. Nevertheless, SEforALL would benefit from increased resource flexibility to meet changing demands.

3.4.1 GLOBAL TRACKING FRAMEWORK

The GTF provides a comprehensive and authoritative overview of the data to measure progress against the three SEforALL indicators, which feeds into the UN's measurement of progress towards achieving SDG 7. SEforALL collaborated closely with the World Bank on the process and peer review of the report. A broad target audience was identified including policymakers, practitioners, and financiers working to achieve SDG 7. The GTF launch event at the 2017 SEforALL Forum was designed and marketed to reach the GTF's general audience. SEforALL also focused its media efforts around specific, high-quality narratives to ensure the messaging resonated with the GTF's target audiences around the globe. Social media data from the launch event indicated that the GTF launch at the SEforALL Forum engaged its target audience. Coverage generated in the months leading up to and during the SEforALL Forum and GTF launch resulted in more than 200 news articles in national, international, and broadcast media, with strong results in North America, Europe, and India. This media coverage resulted in a global estimated audience of just under 370 million and included influential publications including Reuters, Politico, Economic Times, The Times of India, The Hill, Devex, Radio TSF Online, and UN News Centre.

The GTF was launched on schedule at the 2017 SEforALL Forum, consistent with the work plan. However, the timeline for the intervention was pushed forward. As a result, some SEforALL teams felt they could have been more effective if there had been more time available. Interview data also showed that crafting a central narrative for the report launch was challenging, due to a breakdown in timely communication between SEforALL and its partners. Interview data indicated that SEforALL learned quickly

from its experience and applied this learning to other report launches in 2017.

At the launch event of the GTF, SEforALL interacted with key contacts and publications to conduct media outreach and hold briefings. Whereas SEforALL actively tried to mitigate risks, the launch event could have benefitted from a stronger dissemination plan and more advanced planning. Interview data suggest an improved dissemination plan would have allowed SEforALL to integrate the themes and data covered in the GTF across the conference. Additionally, earlier planning could have allowed for more regional pitching and staff availability for media events.

STRENGTHS AND ONGOING IMPROVEMENT: SEforALL, acting as the broker for the GTF, presented a very good intervention design and helped secure the launch of the GTF on schedule. Monitoring also identified potential improvements in intervention delivery and resourcing. Monitoring found that crafting a central narrative for the report launch was challenging due to communication issues between the partners. Evidence further showed the final draft of the report was delayed due to these communication issues, which adversely affected the communications and did not meet work plan deadlines. SEforALL actively tried to mitigate these challenges; however, SEforALL cannot fully control its partners' actions. Despite these challenges, SEforALL was assessed as performing adequately in resource allocation. Data indicated SEforALL learned quickly from its experience and applied the insight to other report launches in 2017.

3.4.2 SEforALL HEAT MAPS

The SEforALL Heat Maps combine and analyze data sets – like the GTF and RISE on electrification, clean cooking, energy efficiency, and renewables – to show leaders where they can make the biggest and fastest inroads in sustainable energy. Throughout 2017, SEforALL used the Heat Maps as a tool to share evidence with leaders through

social media, speeches, workshops, and consultations. In providing leaders with targeted insights on the state of electrification, clean cooking, renewable energy, energy efficiency, and the enabling regulatory environment, SEforALL connects leaders to up-to-date knowledge, increasing their awareness of strategic opportunities for impactful investment. SEforALL's Heat Maps show leaders where they can deploy their limited resources for maximum impact, which may further motivate them to act. The Heat Maps were also designed for and marketed to a large target audience: leaders in government, business, and civil society.

There is only sufficient data to report on intervention design and not on intervention delivery and resource efficiency. SEforALL has noted this shortfall and plans to take steps to minimize reporting gaps in future monitoring periods and reviews.

3.4.3 REGULATORY INDICATORS FOR SUSTAINABLE ENERGY

By pinpointing barriers in policy and regulatory frameworks, RISE helped leaders gain new strategic insights in order to direct funding toward areas of high impact and identify the steps needed to create a strong, enabling environment for sustainable energy. SEforALL conducted a stakeholder analysis, which identified a specific target audience, including policymakers and investors. SEforALL made a concerted effort to integrate RISE data across its speaking engagements and work with stakeholders to actively engage the target audience. Communications data showed that media coverage from the launch event reached a global audience. The report release was covered in 27 countries and reached nearly 68 million people. This uptake indicates that SEforALL was successful in designing an intervention that was marketed to its targeted, global audience. The objective of the RISE report was to shift and shape the global debate on where progress matters most in achieving SDG 7 by

leveraging new data on the regulatory environment to identify specific areas of action. At the event launch, SEforALL achieved its objectives of reaching leaders through print, digital, and social media sources. In total, the RISE report launch produced 73 articles referencing SEforALL and reached an audience of 67,981,541 people through media coverage, earned 81,500 impressions on Twitter, and engaged 6,000 people through a Facebook Live event. Monitoring found that more advanced planning could have generated an even better result.

Interviews indicated that SEforALL was able to apply what it learned from the GTF launch to the RISE report launch, and that preventative measures were taken to manage risk. The team also spent a considerable amount of time planning and refining the messaging for the launch, so that it was both appealing to journalists and sensitive to countries that did not score well in the report. Interviews indicated staff often faced competing priorities, which led to time constraints that may have impacted the quality of the output.

STRENGTHS AND ONGOING IMPROVEMENTS:

SEforALL was successful in designing and delivering the RISE report messaging. Media coverage from the launch event reached a global audience, with the report release covered in 27 countries and reaching nearly 68 million people. SEforALL applied what it learned from the GTF launch to the RISE report launch. The communications team spent a considerable amount of time planning and refining the messaging for the launch – so that it was both interesting to journalists and sensitive to countries that did not score well in the report – and engaged its partners early to ensure consistency.

3.4.4 STATE OF ENERGY ACCESS REPORT

SEforALL and its partners produced the State of Energy Access Report (SEAR) to provide a comprehensive view of the status of electricity access worldwide. Counterpart

interviews suggested that previous reports failed to deliver a comprehensive assessment of energy access that incorporated past and present efforts, case study data, impact evaluation data, and existing barriers, and they further indicated that the SEAR was the first of its kind to deliver in this capacity.

Before writing the report, SEforALL and its counterparts clearly identified a target audience of policymakers and practitioners. While the report is accessible for all audiences, the detailed information on the specific drivers of energy access and a high-level assessment of global efforts were intended to address questions specific to the target audience. Counterpart interviews showed the consultations with SEforALL improved the quality of the report and helped shape a strong final product.

Unfortunately, little evidence is available on the intervention's effectiveness and execution. SEforALL has noted this shortfall and plans to take steps to minimize reporting gaps in future reviews.

3.4.5 INSIGHTS AND FOCUS AREAS FOR IMPROVEMENT

ACCOMPLISHMENTS: SEforALL learned from previous interventions and successfully engaged partners early on during the planning process. To continue to manage risks appropriately, SEforALL needs to engage its partners early to minimize delays and produce a high-quality product.

FOCUS AREAS FOR IMPROVEMENT

EFFICIENCY:

- Define schedules and targets to facilitate effective management of staff and resources. These schedules need to include a time buffer to account for internal and external risks.

EFFECTIVENESS:

- Prior to an intervention, define and allocate the level of resources – such as finance, management, and staff – needed for delivery.
- Reiterate information from reports in speeches and other communications to increase impact.

3.5 SEforALL FORUM

SEforALL branded its Forum as the landmark gathering for the sustainable energy movement. The 2017 Forum was planned as an event where participants could assess progress on SDG 7 and learn where strengthened support is necessary, create new partnerships, unlock finance, share stories, shape the global conversation around policy and finance, and become inspired and motivated by others to act – so that no one is left behind in the global energy transition. Social media posts and Facebook Live interviews helped connect people outside of the Forum to new data, information, and ideas. SEforALL conducted a stakeholder mapping to analyze the Forum's target audience, which resulted in an identified audience in the sustainable energy movement – such as practitioners, members of the UN system, financiers, and individuals working in policy. With its event program design, SEforALL made a concerted effort to engage diverse voices and hold events that focused exclusively on women and last-mile communities. Further, keynote speeches and presentations were intended to marshal new evidence on the sustainable energy transition and inspire leaders to deepen their commitments to forming new partnerships and unlocking finance. Deep-dive and partner sessions were intended to catalyze in-depth conversations and action on specific issues. The marketplace was intended to facilitate networking among attendees.

The event brought together 931 participants from 82 countries. Of the participants, 65% were first-time

attendees and 42% were female. Participant surveys indicated that nearly 50% attended the Forum to learn more about a specific challenge featured at the Forum.

Media and social media analysis indicated that the Forum engaged its target audience. Between March 1 and April 11, 2017, the event's hashtag, #SEforALLforum, reached nearly 17 million people, generated over 21 million Twitter impressions, and drew over 25,000 visits to the SEforALL Twitter page. Media analysis spanning the same monitoring period showed media coverage in the month leading up to and during the Forum resulted in over 200 news articles with an audience reach of nearly 370 million people and coverage in 38 countries and 10 different languages.

After-action review data indicated that aspects of the Forum were not delivered in a manner consistent with its work plan and that compliance with work plan deadlines could be improved. Procurement was delayed and much of the purchasing was finalized in the month before the event, which had an adverse impact on resource use. Staff had to assume many responsibilities at the Forum, which affected their ability to prepare effectively. Live and survey-based feedback indicate that there was a strong sense that the SEforALL team was over-stretched at the Forum.

Document review also indicates that the SEforALL Forum is a resource-intensive intervention that requires timely and sufficient resource mobilization. This did not happen in the planning stages of the 2017 Forum. It was also found that SEforALL overspent the planned budget for the Forum.

Notes from the after-action review show that SEforALL has learned from its experience and devised a plan of action for the 2018 Forum that takes into account the insights from the 2017 event.

3.5.1 INSIGHTS AND FOCUS AREAS FOR IMPROVEMENT

ACCOMPLISHMENTS: SEforALL was effective in designing the SEforALL Forum, engaging its target audience, and meeting its primary objectives. Monitoring also revealed areas for improvement in the intervention's delivery and resource allocation that can be applied to the next event.

FOCUS AREAS FOR IMPROVEMENT

EFFICIENCY:

- Overall, not enough resources were mobilized to host the SEforALL Forum and there were delays in procurement.
- Staff resources were over-stretched, which affected their ability to prepare and execute their responsibilities with a high attention to detail and internal communication.
- Define schedules and targets to facilitate effective management of staff and resources. These schedules need to include a time buffer to account for internal and external risks.

EFFECTIVENESS:

- Planning and coordination were not fully effective.
- Devote enough time prior to the Forum to internal communication.
- Define and allocate sufficient resources to areas such as finance, management, and staff.

3.6 SHINE: INVESTING IN ENERGY ACCESS FOR ALL CAMPAIGN

The SHINE campaign is designed to mobilize faith and philanthropy and development partners to invest in and advocate for energy access solutions.

SEforALL mapped out the target audience for its SHINE campaign – including individuals from faith-based groups and funds, development partner funds, and philanthropies. The campaign launch was marketed for specific audiences at the SEforALL Forum as a “call to action” and framed as a “beta” or soft launch. SEforALL, as one of the founding partners, managed the communications for the launch. The SHINE campaign launch was recognized by an Op-ed in The Hill by Mary Robinson, former president of Ireland and UN High Commissioner for Human Rights. This provides evidence that the SHINE campaign reached the high-level audience that it had intended and may be spreading beyond the proposed scope.

SEforALL initiated a series of successful events at its Forum in New York City, which included SDG media zone conversations, a Facebook Live event, and press conferences with journalists from the New Yorker, Devex, and others. During the planning process, in moving to a beta launch, SEforALL took preventative measures to ensure challenges and risks were managed appropriately. The SHINE campaign was set to launch at the SEforALL Forum, however, in the weeks leading up to the event, SEforALL was still awaiting confirmation from a large potential donor and partner. To keep both existing and potential campaign members satisfied, SEforALL rebranded the event launch as a “call to action.” This allowed SEforALL to feature its partners in a meaningful and prominent way, while providing the opportunity for the potential partner to be featured at the official event launch.

STRENGTHS AND ONGOING IMPROVEMENTS:

The SHINE campaign was set to launch at the SEforALL Forum. However, in the weeks leading up to the event, challenges arose which were actively mitigated. That

engagement ensured that the intervention met its objectives and complied with deadlines. During the process leading up to the launch, SEforALL learned how to manage needs of a larger group.

3.6.1 INSIGHTS AND FOCUS AREAS FOR IMPROVEMENT

ACCOMPLISHMENTS: SEforALL exhibited very good performance when designing the launch of the SHINE

campaign at the SEforALL Forum. SEforALL was especially successful in handling the unforeseen challenges and risks in the soft-launch of the SHINE campaign.

FOCUS AREAS FOR IMPROVEMENT

EFFICIENCY:

- Develop strategies on how to engage and communicate with counterparts who are less involved or vocal.

ANNEX 1:

REVIEW OF SEforALL'S ACTIVITIES IN 2017



STRATEGIC INSIGHTS SEforALL interventions systematically draw on strategic insights to catalyze change. In 2017, SEforALL created and offered the evidence- and knowledge-

driven strategic insights necessary to focus leaders and the SEforALL movement on actions that will drive progress towards SDG 7 further, faster. Many of the reports analyzed and interpreted data, asking new questions necessary to illuminate the critical path towards SDG 7. Researching, commissioning, collaborating and publishing evidence and data—and putting compelling communications behind it—aimed to motivate leaders to take action. Further uptake of success stories and actively motivating leaders with evidence-based data was done through SEforALL's high-level engagement. In 2017, SEforALL leadership delivered 36 speeches at conferences and high-level engagements that were strategically chosen to maximize impact and to help shape the narrative on

SDG 7 attainment and the energy transition. Other high-level engagements offered SEforALL additional platforms through which it could steer or center the discussion around SDG 7. In addition, SEforALL also received invitations to contribute to the analysis and publications of other organizations, which indicates the credibility that SEforALL has in this arena. Other organizations and agencies made a clear effort to gain access to SEforALL's insights and data analysis capabilities for their own work.

An indicator set to monitor SEforALL's success in achieving its overall outcomes is the number of times its resources are cited by other sources. In 2017, organizations, such as GEF, UNDP, and UNFCCC utilized the SEforALL Heat Maps and the Energizing Finance Report Series. Additionally, projects such as Shifting Financial Flows and the LDC REEEI also incorporated information from SEforALL's publications. This provides confirmation that SEforALL's evidence- and knowledge-driven strategic insights are adding value to the global movement to achieve SDG 7.

SEforALL

Activity Indicators:
Strategic Insights
2017

- 9** Analytical reports
- 6** Invitations received to contribute to the analysis/reports of external partners
- 3** Citations of analytical reports produced

6 Workshops convened on strategic insights with 132 attendees in total, 74% of whom (98) were women.



18 Heat maps created and made publicly available

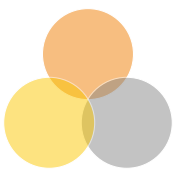


High-Level Engagements

- 36** Keynote speeches given at conferences and high-level events
- 35** Interviews given to the media
- 21** Panelist or moderator engagements
- 19** Other high-level meetings, discussions, or roundtables attended



5 presentations with reference to gender dimensions in energy access.



COMPELLING COMMUNICATIONS

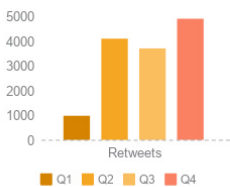
SEforALL interventions utilize compelling communications to propagate knowledge. To position key messages, strategically share, and engage and motivate leaders, SEforALL built its messaging around the latest evidence, which was actively presented in 36 speeches, 35 media interviews, and 11 media briefings throughout 2017. SEforALL invests significant resources to understand data and evidence and craft it into messages for policymakers. SEforALL also participated in or acted as moderator of 21 panel discussions and held 19 strategic meetings and roundtables, all with the clear purpose of influencing leader behavior. Seeking to reach

people with compelling communications, SEforALL sent out 28 newsletters highlighting major achievements and happenings. SEforALL curated 18 success stories that are compelling, evidence-based, and timely, helping to give voice to a growing movement that can keep up the pressure to motivate change on a longer-term basis. In 2017, SEforALL also implemented a social media strategy using Twitter, Facebook, and LinkedIn to help marshal the latest evidence and share curated energy success stories with policymakers, business leaders, and civil society leaders. Throughout 2017, SEforALL has successfully implemented this strategy and increased its reach and number of followers.

SEforALL

Activity Indicators:
Compelling Communications
2017

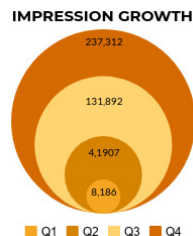
Twitter



246%
Impression
INCREASE
29,582
NEW FOLLOWERS

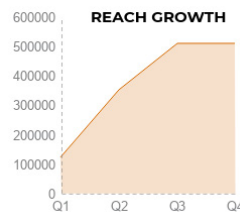
LinkedIn

1,398
NEW FOLLOWERS
400%
PAGE VISIT
INCREASE



Facebook

4,015
NEW FOLLOWERS
260%
ENGAGEMENT
INCREASE



Media Briefings and Success Stories

- 18** | Success stories written and shared
- 7** | Success stories written about female leadership
- 11** | Media briefings
- 28** | Newsletters sent out in 2017

Regular network calls with over 40 partners on SDC7



ACTION-ORIENTED PARTNERSHIPS

SEforALL interventions are delivered through and include action-oriented partnerships. To enable SEforALL to deliver interventions through action-oriented partnerships, it mobilized partners on specific areas where their involvement would be the most impactful. Most of the signed partnership agreements are Delivery Partners Agreements, which indicates that SEforALL is making progress in turning commitments into action. Important delivery partners are SEforALL's Accelerators. SEforALL successfully launched the People-Centered Accelerator with 42 partners.

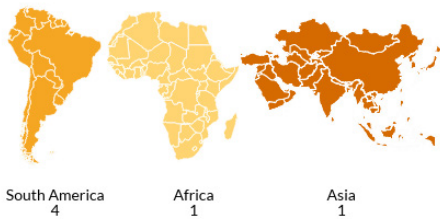
This demonstrates that SEforALL is able to bring together eminent partners and motivate them to work together on crucial issues in achieving sustainable energy for all.

The diverse composition of SEforALL's partnership network indicates that SEforALL is successful in creating partnerships with companies and organizations essential in moving along the critical path towards achieving its goals and in taking strategic steps. To support partners to facilitate action, SEforALL held six Regional Hub meetings—in Africa (1), Latin America and the Caribbean (4), and Asia (1)—and hosted three Accelerator meetings for energy efficiency (2) and gender (2).

SEforALL

Activity Indicators:
Action-Oriented Partnerships
2017

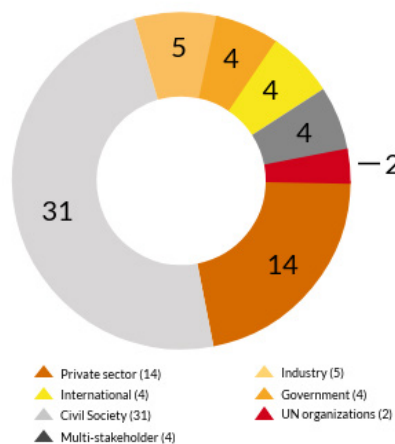
6 Regional Hub Meetings



Gender-Focused Partnership Activities



Partner Composition



69 Partnership Agreements Signed



ANNEX 2:

SEforALL RUBRIC

Three rubrics were designed to guide the assessment of the collected data on indicators. A rubric provide a scale using clear criteria and standards for assessments relating to performance indicators. For each monitoring question a related rubric was developed and applied in the analysis of each intervention.

MONITORING QUESTION 1: ARE SEFORALL INTERVENTION WELL DESIGNED?

Rating	Description
Exemplary	Clear example of exemplary performance or best practice in this domain; no weaknesses.
Very Good	Very good or excellent performance on virtually all aspects; strong overall but not exemplary; no weaknesses of any real consequence.
Good	Reasonably good performance overall; might have a few slight weaknesses but nothing serious.
Adequate/Less than Adequate	Mediocre performance overall; some weaknesses; there is patchy evidence available.
Poor	Clear evidence of unsatisfactory functioning; serious weaknesses across the board on crucial aspects; there is little or no evidence.

MONITORING QUESTION 2: ARE SEforALL'S INTERVENTIONS DELIVERED AS ORIGINALLY DESIGNED AND/OR INTENDED?

Rating	Description
Exemplary	Clear example of exemplary performance or best practice in this domain; no weaknesses; there is comprehensive evidence that the intervention delivery is in line with its concept note, that the intervention is achieving its intended objectives, and that challenges and risks are managed appropriately.
Very Good	Very good or excellent performance on virtually all aspects; strong overall but not exemplary; no weaknesses of any real consequence; there is good evidence that the intervention delivery is consistent with its concept note, that the intervention is achieving its intended objectives and that challenges and risks are managed appropriately.
Good	Reasonably good performance overall; might have a few slight weaknesses but nothing serious; there is reasonable evidence that the intervention delivery is consistent with its concept note, that the intervention is achieving its intended objectives, and that challenges and risks are managed appropriately.
Adequate/Less than Adequate	Mediocre performance overall; some weaknesses; there is insufficient evidence that the intervention delivery is consistent with its concept note, that the intervention is achieving its intended objectives, and that challenges and risks are being managed.
Poor	Clear evidence of unsatisfactory functioning; serious weaknesses across the board on crucial aspects; there is little or no evidence that the intervention delivery is consistent with its concept note, and there is evidence that the intervention is not on track to achieve its objectives and/or that challenges and risks are not being managed.

MONITORING QUESTION 3: ARE SEforALL'S INTERVENTION INPUTS TRANSLATED TO OUTPUTS IN A TIMELY, EFFICIENT MANNER?

Rating	Description
Exemplary	Clear example of exemplary performance or best practice in that domain; no weaknesses; there is comprehensive evidence that the intervention is appropriately resourced, is implemented efficiently, and delivers outputs on time.
Very Good	Very good or excellent performance on virtually all aspects; strong overall, but not exemplary; no weaknesses of any real consequence; there is good evidence that the intervention is appropriately resourced, is implemented efficiently, and delivers outputs on time.
Good	Reasonably good performance overall; might have a few slight weaknesses, but nothing serious; there is reasonable evidence that that the intervention is appropriately resourced, is implemented efficiently and delivers outputs on time.
Adequate/Less than adequate	Mediocre performance overall; some weaknesses; there is insufficient evidence that that the intervention is appropriately resourced, is implemented efficiently, and delivers outputs on time.
Poor	Clear evidence of unsatisfactory functioning; serious weaknesses across the board on crucial aspects; there is little or no evidence that the intervention is appropriately resourced, is implemented efficiently, and delivers outputs on time.

ANNEX 3:

PERFORMANCE ASSESSMENT

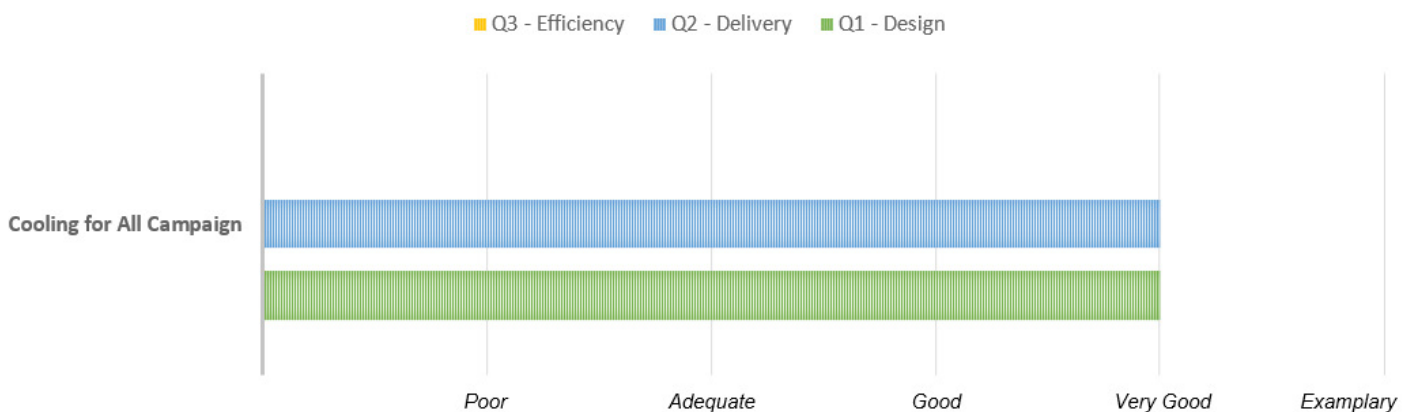
The 2017 monitoring efforts were guided by three questions: (1) Are SEforALL’s interventions well-designed? (2) Are SEforALL’s interventions delivered as intended? and (3) Are SEforALL’s intervention inputs translated to outputs in a timely and efficient manner? Indicators were used to

monitor the performance of SEforALL’s interventions in 2017¹. Value ratings were applied using SEforALL’s Rubric (Annex 2), which rates performance on a scale from poor to excellent. The results are highlighted in the graphs below.

1. ENERGY EFFICIENCY FIRST

2017 monitoring efforts found that the Cooling for All Campaign was very strong in intervention design and delivery.

TABLE 2: PERFORMANCE ASSESSMENT OF THE ENERGY EFFICIENCY FIRST WORK STREAM (2017)

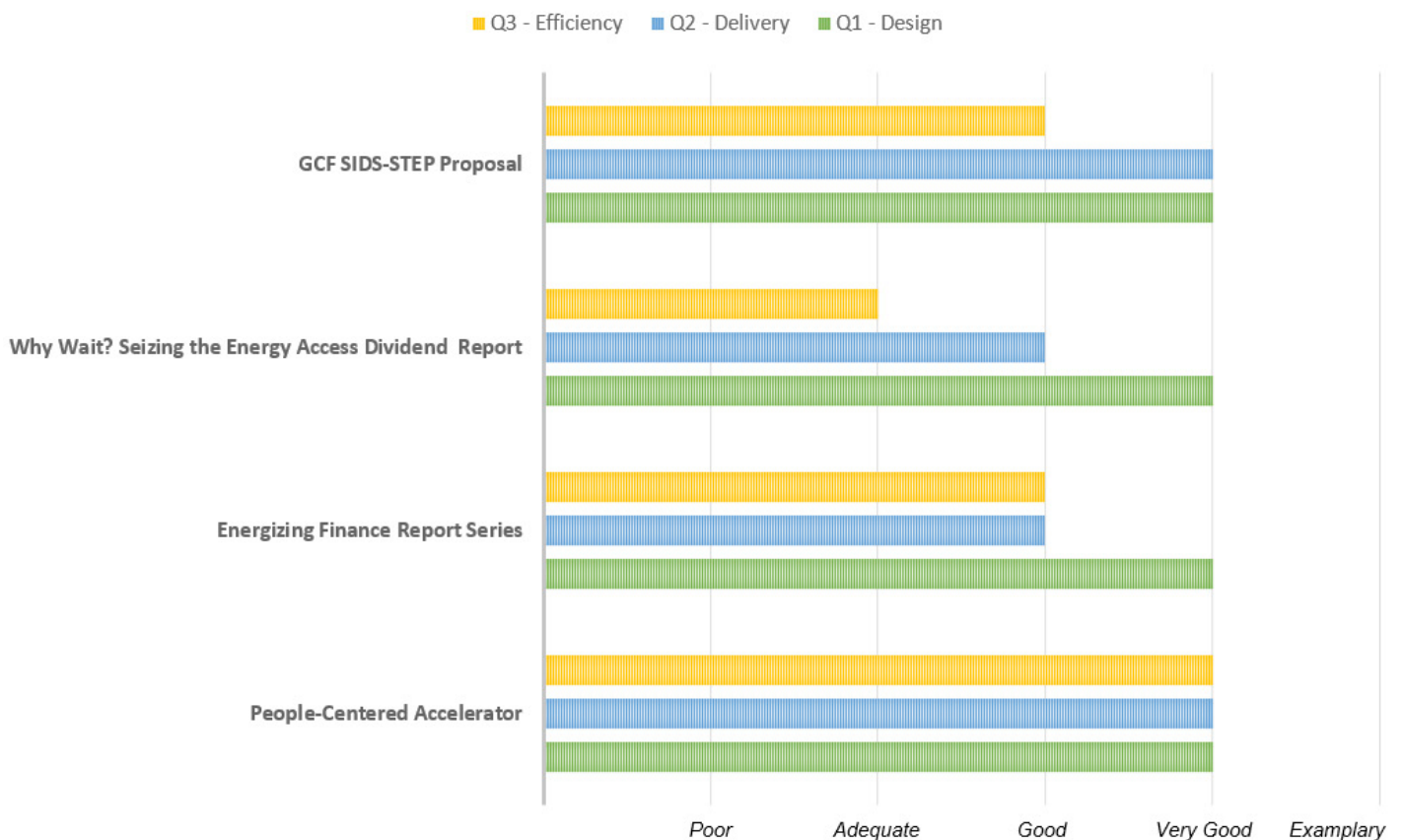


¹ For a detailed list of indicators, please reference Annex 4 of the SEforALL MEL Framework https://www.seforall.org/sites/default/files/SEforALL_MEL.PDF

2. LEAVE NO ONE BEHIND

In summary, 2017 monitoring efforts found that the People-Centered Accelerator intervention was very strong in all areas. The intervention received a rating of Very Good on design, efficiency and delivery. The Energizing Finance Report Series intervention was very strong in many areas with some room for improvement. The intervention received a rating of Very Good for design, Good for delivery, and the rating of Good for delivery efficiency and effectiveness. The Why Wait? Seizing the Energy Access Dividend report was strong in a couple of areas, but provides room for improvement. The SIDS-STEP proposal was very strong in most areas but with some room for improvement with regard to delivery efficiency and effectiveness.

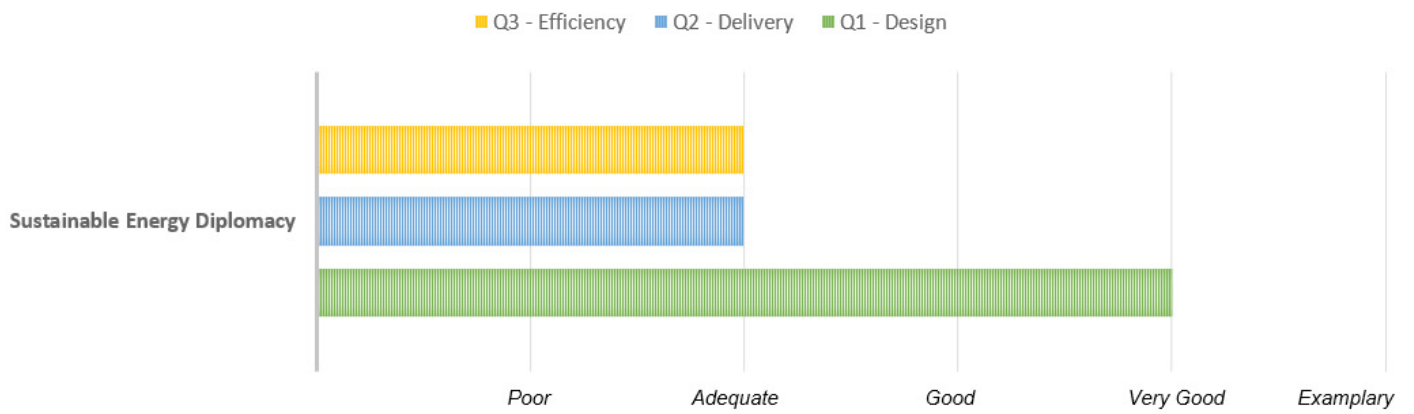
TABLE 3: PERFORMANCE ASSESSMENT OF THE LEAVE NO ONE BEHIND WORK STREAM (2017)



3. SUSTAINABLE ENERGY DIPLOMACY

In summary, 2017 monitoring efforts found the engagements convened under the Sustainable Energy Diplomacy work stream were strong in many areas but, due to certain limitations, an overall high performance rating could not be inferred, as illustrated below.

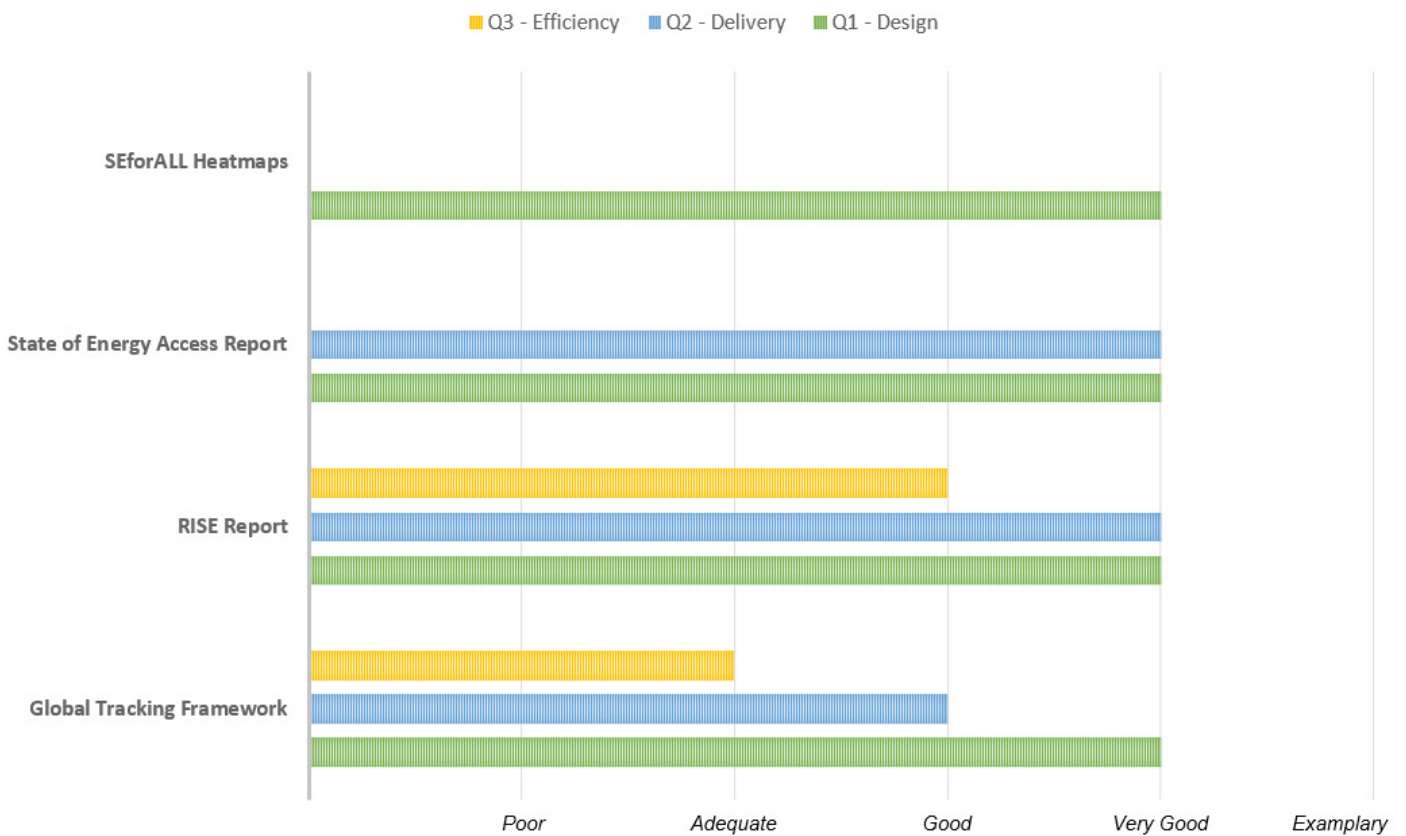
TABLE 4: PERFORMANCE ASSESSMENT OF THE SUSTAINABLE ENERGY DIPLOMACY WORK STREAM (2017)



4. BODY OF EVIDENCE

In summary, 2017 monitoring efforts found that the GTF intervention performed well in most areas. The RISE intervention was very strong in most areas, especially with regards to design and delivery. Also, the State of Energy Access intervention performed very strong with regard to intervention design and delivery. There is only sufficient data to report on intervention design for the “Heat Maps” and SEforALL performed very well.

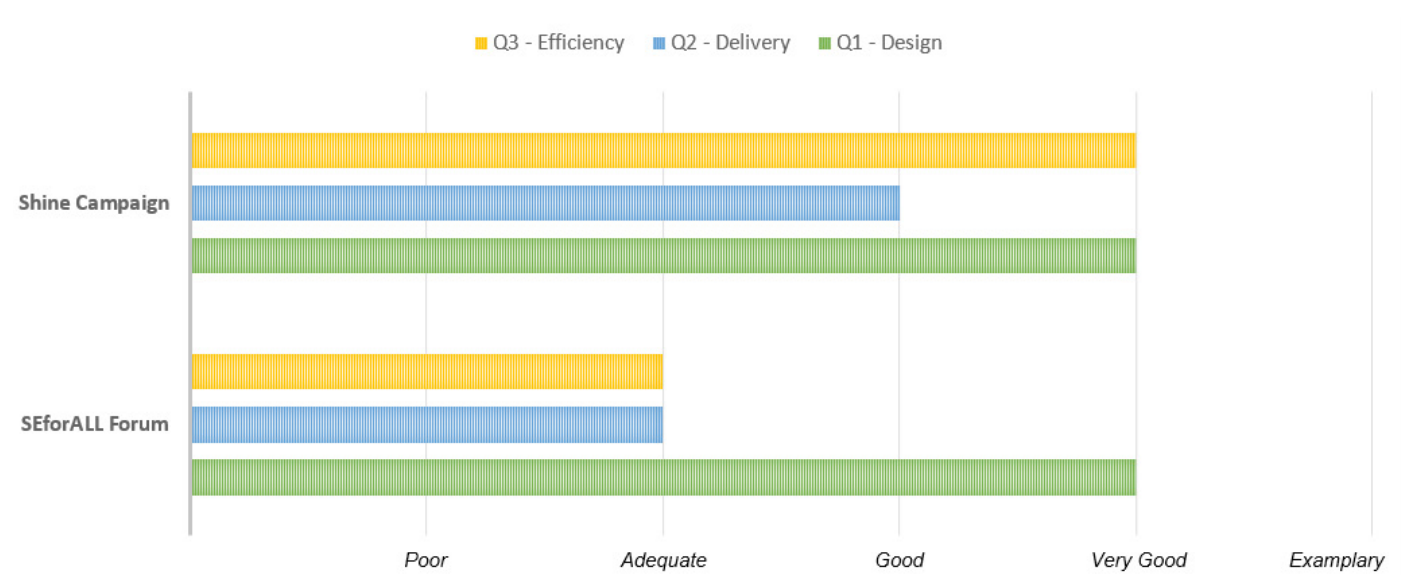
TABLE 5: PERFORMANCE ASSESSMENT OF THE BODY OF EVIDENCE WORK STREAM (2017)



5. SEforALL FORUM

In summary, 2017 monitoring efforts found that the SHINE campaign was strong in most areas and key learnings happened during the intervention process. The SEforALL Forum intervention provided lots of learning, especially with regards to intervention delivery and delivery efficiency and effectiveness.

TABLE 6: PERFORMANCE ASSESSMENT OF THE SHINE CAMPAIGN AND SEforALL FORUM WORK STREAMS (2017)



ANNEX 4:

SEforALL'S 2017 WORK PLAN

Intervention Type		Q1	Q2	Q3	Q4
Evidence (events such as launches and related outreach activities that feature analytical products)	One time	<ul style="list-style-type: none"> • Readiness for Investment in Sustainable Energy (RISE) launch (Feb 11) 	<ul style="list-style-type: none"> • Global Tracking Framework 2017 launch (4/3/2017) • State of Energy • Access Report launch (launched at VEF in May) • Energy Access Dividends report (emerging approach and data collection before HLPF in July) • Finance Flows and Needs for Energy Access (partner working session at the SEforALL Forum in April to socialize work) 	<ul style="list-style-type: none"> • Finance Flows and Needs for Energy Access Report (4 products ready for launch in September around UNGA/ climate week) • Finance Policy Paper (overarching) • Market Needs for Energy Access Finance Report • Absorption Capacity Report • Finance Flows report 	<ul style="list-style-type: none"> • Energy Access Dividends report launch (Aiming for COP23 launch)
	On-going	Communications: Steady "drum beat"	Communications: Steady "drum beat"	Communications: Steady "drum beat"	Ongoing roll-out of the Finance Flows and Needs for Energy Access Report (4 products) Communications: Steady "drum beat"

Intervention Type		Q1	Q2	Q3	Q4
<p>Connections (high level engagement through or at critical events, allowing engagement with leaders in civil society, industry, finance, governments)</p>	One time	<ul style="list-style-type: none"> • IRENA Assembly (1/16-1/17) • World Future Energy Summit (1/16-1/19) • WEF@Davos (1/17-20) • SEforALL 4th Annual Africa Hub Meeting (3/29-30) 	<ul style="list-style-type: none"> • SEforALL Forum (4/3- 5) • WBG-IMF Spring meetings (4/21-23) • Expo (6/11) • 8th Clean Energy Ministerial (CEM 8) (06/6-8) • IADB High Level Dialogue on Sustainable Energy (tentative Q4) 	<ul style="list-style-type: none"> • UN High Level Political Forum (7/10-19) • Cooling for All launch event at High-Level Political Forum • UNGA (9/2017) • Climate Week (9/2017) 	<ul style="list-style-type: none"> • SEforALL LAC Hub 2nd Annual Meeting (Q4) • WBG-IMF Annual Meetings (10/2017) • World Energy congress (10/2017) • WBCSD Council (10/16-20) • Clean Cooking Forum (10/24-28) Council • COP 23 (11/6-17)
	On-going	<ul style="list-style-type: none"> • G20 Energy Ministers (3/22-3/23) • Communications: Steady "drum beat" 	<ul style="list-style-type: none"> • G20 Energy Efficiency meeting – ESWG was for members only on this occasion Meeting (5/3) • Communications: Steady "drum beat" 	<ul style="list-style-type: none"> • Communications: Steady "drum beat" 	<ul style="list-style-type: none"> • Communications: Steady "drum beat"

Intervention Type		Q1	Q2	Q3	Q4
Strategic Conversations (specific and smaller meetings with key counterparts to instigate and support decisions and action)	One time	<ul style="list-style-type: none"> • UNDP engagement (Q1) • GEF strategic engagement on sustainable energy (Q1-Q3) 	<ul style="list-style-type: none"> • Convene around utilities • Shine campaign – regional consultations • GEF strategic engagement on sustainable energy (Q1-Q3) • SIDS-STEP 	<ul style="list-style-type: none"> • GEF strategic engagement on sustainable energy (Q1-Q3) Gender accelerator launch COP23 • GCF board decision on SIDS-STEP proposal (end October) 	
	On-going	<ul style="list-style-type: none"> • RMI, UNDP, CGF SIDS-STEP initiative • Communications Steady “drum beat” 	<ul style="list-style-type: none"> • Communication: Steady “drum beat” 	<ul style="list-style-type: none"> • Communication: Steady “drum beat” 	<ul style="list-style-type: none"> • Communication: Steady “drum beat” • Storytelling on Web2.0
Campaigns (launching and sustaining specific campaigns)	One time		<ul style="list-style-type: none"> • Call for Action meeting on Shine campaign • Prepare: Role for SEforALL in Cooling for ALL 	<ul style="list-style-type: none"> • Shine Campaign partner recruitment • Cooling for All launch event at High-Level Political Forum 	<ul style="list-style-type: none"> • Shine Campaign partner recruitment
	On-going				<ul style="list-style-type: none"> • Shine campaign
Institutional Engagement	One time		<ul style="list-style-type: none"> • Biomass partnership concept (tentative June 2017) 		
	On-going	<ul style="list-style-type: none"> • Promote Partnership Activities and Achievements 	<ul style="list-style-type: none"> • Heatmaps: build partnerships’ focus and replicability • Promote Partnership Activities and Achievements 	<ul style="list-style-type: none"> • Heatmaps: build partnerships’ focus and replicability • Convene process to design Finance solution for energy access (Q3/ Q4 2017 – follow on from reports) • Promote Partnership Activities and Achievements 	<ul style="list-style-type: none"> • Promote Partnership Activities and Achievements

Intervention Type		Q1	Q2	Q3	Q4
Building and Maintaining Own Delivery Capacity	One time	<ul style="list-style-type: none"> • Brand launch • Establish agile management Processes • M&E Framework: Develop Program Theory • Systems for Private • Sector Fundraising • Recruit and on-board new Staff • Partnership Alignment • Partnership Framework 	<ul style="list-style-type: none"> • ME&L Framework: Consult and develop Systems and Protocols • New Guidelines for Asset Management, Information Management in place. • SEforALL Audit • Donor Reports (MPTF, EU, others) 	<ul style="list-style-type: none"> • Draft Knowledge Strategy (mid-July) • Web 2.0 design + build • New Guidelines for Procurement and Financial Management in place 	<ul style="list-style-type: none"> • Web2.0 launch • Financial Management Software (October)
	On-going	<ul style="list-style-type: none"> • Procurement, HR • Asset Management • Fundraising • High Performance Admin System • New Partnerships Alignment and onboarding • Partnership Maintenance • Admin Board Support • Funding Partner Meeting (in person, February) 	<ul style="list-style-type: none"> • Procurement, HR • Asset Management • Fundraising • High Performance Admin System • New Partnerships Alignment and onboarding • Partnership Maintenance • Admin Board Support – Meetings in April and June • Funding Partner Call (quarterly) 	<ul style="list-style-type: none"> • ME&L Implementation • Procurement, HR • Asset Management • Fundraising • High Performance Admin System • New Partnerships Alignment and onboarding • Partnership Maintenance • Admin Board Support • Funding Partner Call (quarterly) 	<ul style="list-style-type: none"> • ME&L Implementation • Procurement, HR • Asset Management • Fundraising • High Performance Admin System • New Partnerships Alignment and onboarding • Partnership Maintenance • Admin Board Support • Funding Partner Engagement • Funding Partner Call (quarterly)

