



SUSTAINABLE  
**ENERGY FOR ALL**

**2013 – 2015 Strategic Work Program**

**April, 2013**

**Purpose**

The Sustainable Energy for All initiative (SE4All) will facilitate action on sustainable energy development globally between now and 2030. This 3-Year Strategic Work Program for 2013-2015 details the milestones to be accomplished, the catalytic and facilitation activities that will be conducted to achieve these milestones, and the manner in which the SE4All initiative will be organized from 2013 to 2015.

The Strategic Work Program has been developed to provide a global audience with information specific to the direction and intentions of the SE4All initiative over the next 3 years. It builds on the work of SE4ALL to-date, including the Secretary-General's Vision Statement, the Framework for Action, and the Global Action Agenda.

The Strategic Work Programme is a living document. It will continue to be refined as we move forward, through consultations facilitated by the initiative.

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## **1. VISION AND GOALS**

### **1.1. The Secretary General's Vision for Sustainable Energy for All**

The Vision for Sustainable Energy for All (SE4All) has been clearly articulated by the Secretary General: To defeat poverty and preserve the environment, we can, and must achieve SE4All by the year 2030. Accomplishing this Vision will require action by all countries and all sectors to shape the policy and investment decisions needed for a brighter energy future. Industrialized countries must accelerate the transition to low-emission technologies. Developing countries, many of them growing rapidly and at large scale, have the opportunity to leapfrog conventional energy options in favor of cleaner energy alternatives that will drive growth and enhance economic and social development.

### **1.2. The 2030 Goals**

To accomplish the vision of SE4All, all stakeholders are urged to take concrete action toward achieving three global, critical goals by 2030:

- Ensuring universal access to modern energy services.
- Doubling the global rate of improvement in energy efficiency.
- Doubling the share of renewable energy in the global energy mix.

These three goals are ambitious, visionary, and cross-sectoral and meeting them will require that specific outcomes and milestones be attained. Short-term outcomes/milestones must be actionable, measurable, and achievable, and the end result will be completion of the overarching goals in 2030.

## **2. THE 2015 GLOBAL OUTCOMES**

The three 2030 goals are supported by shorter-term global outcomes to be accomplished by 2015. The global outcomes are supported by a number of catalytic and facilitative activities, which can represent individual actions or multi-stakeholder partnerships. The global outcomes are meant to encourage all stakeholders to pursue a pathway of continued action towards the 2030 global goals. As SE4All progresses over time, these global outcomes will be tracked against the three (3) goals and new outcomes will be created.



**Figure 1. SE4ALL's Goals, Outcomes, and Milestones**

**2.1. 2015 Energy Access Outcomes**

1. Programs underway to scale-up and accelerate the improved provision of electricity to 200 million individuals.
2. Programs underway to scale-up and accelerate the provision of clean and efficient cooking and heating solutions to 400 million individuals by the end of 2015.
3. Increased level of annual investment from all sectors (public, private, and civil) to realize universal energy access by 2030.

**2.2. 2015 Energy Efficiency Outcomes**

1. Policies and actions underway to increase global energy efficiency on a trajectory in line with achieving the 2030 goal.
2. Increased level of annual investment from all sectors (public, private, and civil) to realize the 2030 energy efficiency goal.

**2.3. 2015 Renewable Energy Outcomes**

1. Policies and actions underway to increase the use of renewable energy globally in-line with the 2030 goal.
2. Increased level of annual investment from all sectors (public, private, and civil) to realize the 2030 renewable energy goal.

**3. THE CATALYTIC ROLE OF THE SUSTAINABLE ENERGY FOR ALL INITIATIVE**

The Sustainable Energy for All initiative (SE4All) is a catalyzer and facilitator of action toward the 2030 Goals and 2015 Global Outcomes. Actions and milestones will be developed and monitored by partners and stakeholders themselves. The catalytic actions and milestones for SE4All in the next 3 years are as follows.

### **3.1. 2013-2015 Catalytic Actions and Milestones: Energy Access**

#### **Policy and Programs**

- Facilitate the development of effective enabling policy and regulatory frameworks and national energy action plans in at least 20 opt-in countries
- Facilitate the achievement of universal access to modern energy, both electricity and thermal, in at least one target country
- Encourage the generation of financing plans supported by governments, businesses, and civil society organizations that are consistent with National Energy Action Plans
- Share information and raise awareness on the initiative, resulting in increased demand and the increased number of countries opting-in (at least another 30 countries)
- Leverage existing programs in opt-in countries to accelerate “bottom-up” (i.e. decentralized or bottom of the pyramid) solutions (that address energy access, energy efficiency, and renewable energy objectives), including programs to improve women’s access to modern energy services

#### **Advocacy & Communications**

- Support the implementation of the UN Decade of Sustainable Energy for All and facilitate activities related to the Decade
- Integrate sustainable energy into the processes of the Post-2015 Global Development Framework, the Sustainable Development Goals (SDGs), and other relevant International year processes (e.g. UN International Year of Water Cooperation)
- Develop and roll-out effective communications for driving global awareness related to energy access initiatives and develop an outreach strategy and lines of communication with opt-in countries

#### **Finance**

- Facilitate the mobilization of private investments in support of National Energy Action Plans in at least 10 opt-in countries
- Mobilize technical assistance resources to develop policies, institutional capacities, and projects (both large scale projects and smaller bottom-up solutions) to accelerate energy access in all opt-in countries

#### **Partnerships & Convening**

- Establish regional SE4All hubs in at least three regions: Africa, Asia, and Latin America in coordination with regional development banks and other regional organizations
- Develop and document successful, repeatable, and relevant public-private partnership business models

#### **Knowledge Management & Monitoring and Reporting**

- Complete rapid assessment studies for all opt-in countries where it is necessary or requested

- Develop and disseminate, based on lessons from field experience, common approaches that are relevant and adaptable in a variety of circumstances
- Develop a robust methodology to measure progress by building on the findings of the Global Tracking Report
- Report on progress towards the global goal towards 2030
- Benchmark successful efforts in expanding access with respect to programs, policies, costs and market innovations (e.g., industrial anchor mini-grids)

#### **Capacity Building**

- Facilitating the development of the institutional capacity necessary for implementing policies and programs commensurate for the SE4All goals in all opt-in countries

### **3.2. 2013-2015 Catalytic Actions: Energy Efficiency**

#### **Policy and Programs**

- Develop enabling policies, incentives, and structured processes to accelerate energy efficiency programs and implementation
- Develop energy efficiency standards and labels for end-use appliances
- Promote industrial energy efficiency through optimization standards, such as ISO 50001, in cooperation with key organizations (e.g. the WBCSD and UNIDO)
- Promote energy efficiency in public sector buildings and building codes at the national and sub-national level in cooperation with key stakeholders (e.g. the C-40, R-20, and EU-covenant of mayors)
- Facilitate business-led initiatives in energy intensive industries
- Support the development of innovative business models to incentivize energy efficient delivery services (e.g. ESCOs)
- Promote the integration of energy efficiency concepts into urban and sub-urban planning processes at national and sub-national levels, especially in priority sectors such as transport, industry, and agriculture

#### **Advocacy & Communications**

- Develop programs and support public information campaigns to raise awareness on energy efficiency measures and business cases for investment (e.g. cost-savings)

#### **Finance**

- Identify and develop appropriate finance mechanisms to promote investment in energy efficiency

#### **Partnerships & Convening**

- Collaborate with the Clean Energy Ministerial
- Collaborate with the World Economic Forum on the implementation of the Green Growth Action Alliance, the New Energy Architecture Initiative and the Energy Architecture Performance Index
- Establish and operationalise the SE4All Energy Efficiency Hub in Copenhagen, in collaboration and dialogue with partners and existing relevant initiatives
- Develop business-led sectoral approaches, drawing on industry associations and other similar organizations, to improve energy efficiency across the private sector

### **Knowledge Management & Monitoring and Reporting**

- Develop and disseminate best practices and lessons learned
- Benchmark energy efficiency and competitiveness impacts across industries and sectors
- Gather and disseminate data (e.g. aggregation of energy consumption data on a national level to raise awareness on energy efficiency and conservation)
- Promote the use of the IPMVP (*International Performance M&V Protocol*) of the International Efficiency Valuation Organization

### **3.3. 2013-2015 Catalytic Actions: Renewable Energy**

#### **Policy and Programs**

- Assist opt-in countries with establishing of national renewable energy targets as part of their national energy action plans
- Develop enabling policy, incentives, and structured processes to attract private investment and accelerate the dissemination of renewable energy
- Accelerate programs underway to improve the role of women in driving renewable energy uptake throughout the energy services value chain

#### **Advocacy & Communications**

- Advocate for the advancement of renewable energy through IRENA, REN-21, the UN Decade of Sustainable Energy for All and other major global processes

#### **Finance**

- Develop innovative business models to attract investment and promote renewable energy in business operations (e.g. renewable energy procurement)

#### **Partnerships & Convening**

- Formalize cooperation with IRENA as the SE4All Renewable Energy Hub
- Integrate renewable energy into opportunities related to clean and efficient cooking and heating solutions
- Develop successful business cases and models for the implementation of renewable energy solutions across all sectors (e.g. working with utility regulators to stimulate renewable energy deployment)

#### **Knowledge Management & Monitoring and Reporting**

- Identify and document renewable energy cost reduction trends and competitiveness through organizations like IRENA and Bloomberg New Energy Finance
- Accelerate renewable energy resource mapping in all opt-in countries based on on-going efforts (e.g. IRENA efforts)
- Complete renewable energy policy gap analyses in all opt-in countries based on on-going efforts (e.g. IRENA efforts)
- Benchmark successful use of renewable energy across industry sectors

#### **Capacity Building**

- Develop the capacities of institutions, organizations, and businesses, with special attention to the capacities of local manufacturers and businesses



#### 4. DELIVERING, FACILITATING, AND CATALYZING THROUGH SIX MAIN WORKSTREAMS

In order to catalyze and facilitate actions of partners, Sustainable Energy for All will be organized into 6 main workstreams: Country Action, Business Action & Investment, Global Advocacy and Stakeholder Engagement, Communications and Outreach, Knowledge Management, and Monitoring and Reporting.

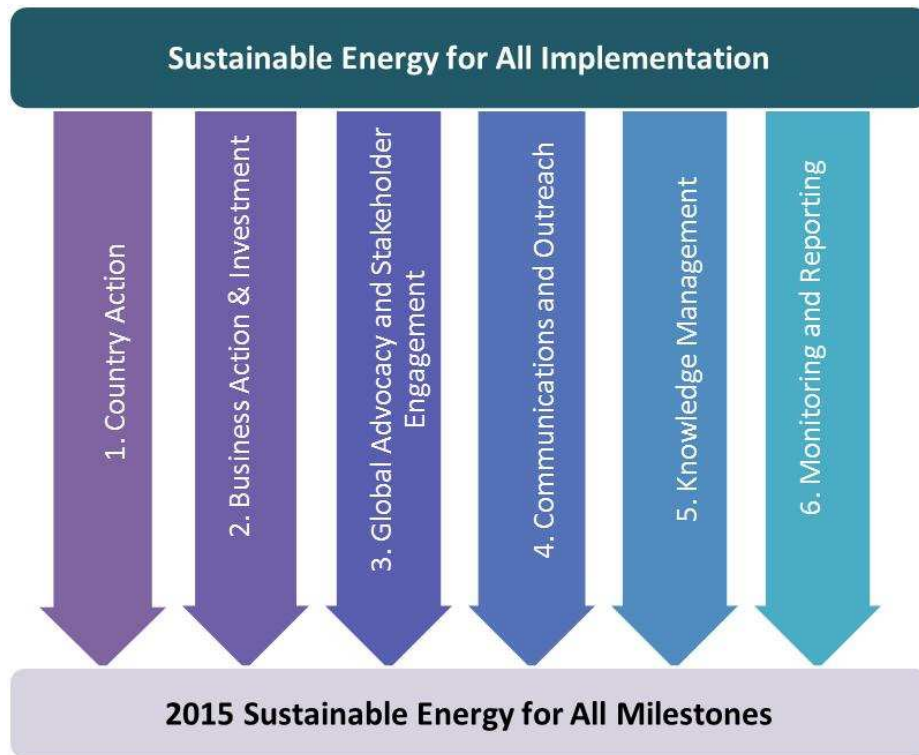


Fig. 2 SE4ALL Workstreams

##### 4.1. Country Action Workstream

###### 4.1.1. Delivery, Facilitation, and Catalyzation

As part of the country action workstream, stakeholders can work with participating countries in formulating and implementing concrete action plans. The country action workstream will include partners willing to work on energy access, energy efficiency, and renewable energy issues on a country-by-country basis. Partners in the Country Action workstream can support the development and implementation of beneficial policies, programs, and projects in opt-in countries and will promote and advocate for mobilizing resources to support the initiative.

###### 4.1.2. Possible approach

1. **Engage government, civil society, and private sector leaders.** At the country level, complete

buy-in/ownership and a formal commitment to the objectives of SE4ALL is required. This could include a dialogue with relevant actors in a country to bring about a favorable policy and regulatory environment.

2. **Identify lead agencies.** A “lead agency,” will be a competent authority identified by the country with which the SE4All Country Action workstream will collaborate.
3. **Leverage existing country programs.** Existing country-level programs on energy access, energy efficiency, and renewable energy can be leveraged to implement country action plans.
4. **Promote bottom-up solutions.** To complement sector reforms and large-scale investment planning, an approach can be promoted as part of the country action plan development process to capitalize on market-based and community-led solutions for decentralized energy systems.
5. **Support the mobilization of investments.** As investment prospectuses are developed, the country action workstream can use development and donor coordination mechanisms to support negotiations, help secure donor commitments and development assistance from partners, and leverage private investments for specific proposals.

## **4.2. Business Action & Investment Workstream**

### **4.2.1. Delivery, Facilitation, and Catalyzation**

The Business Action & Investment Workstream will provide a platform for private sector engagement with the SE4All Initiative by supporting the development of multi-stakeholder partnerships in sectoral areas that will result in catalyzing significant investment and sustainable impact. These multi-stakeholder partnerships are called “High Impact Opportunities (HIOs).” It is expected that businesses will participate and may take the lead in each of the HIOs, in collaboration with other stakeholders including governments and CSOs. The Business Action & Investment workstream can foster and leverage specific initiatives as enablers – across the portfolio of HIOs as well as other key workstreams such as Country Action and Knowledge Management. The Business Action & Investment workstream can convene partners and provide all sectors – public, private, and civil – with a platform for engagement.

### **4.2.2. Approach**

Approximately 50 HIOs have been identified to date. The HIOs identified to date are being evaluated and prioritized based on SE4All’s ability to add value, their impact potential, and their feasibility of implementation and execution. A structured approach will be followed that is repeatable, transparent, and inclusive for the establishment and implementation of HIOs.

1. **Identify lead organizations.** For each HIO, the first step is to identify an organization (or group of organizations) willing to take the leadership role in driving action forward with the opportunity area.
2. **Formalize relationships with SE4All.** Key work products will be defined and developed for

each HIO to be formally recognized by SE4All.

3. **Conduct activities and execute.** Lead organizations can be supported in executing against SE4All work products based on existing and new activities of the global and local partners and stakeholders involved in the HIO.
4. **Report and Manage Progress.** HIOs and leads will report back information about work and successes in their HIOs.

Based on prioritization activities conducted to date, the HIOs that can be addressed during the 2013-2015 timeframe include, but will not be limited to:

1. **Innovative Financing:** The Innovative Financing HIO has been established to connect and align stakeholders and resources to de-risk investment processes and increase the efficiency and influence of public sector funding in order to accelerate and maximize the mobilization of private investment toward the SE4All goals. Key stakeholders involved in this initiative include, but are not limited to: Bank of America, the World Economic Forum, the World Bank, the African Development Bank, the U.S. Department of State, and the European Investment Bank.
2. **Clean Cooking Solutions:** The Clean Cooking Solutions HIO has been established to build on the work of The Global Alliance for Clean Cookstoves (GACC) and the Global LPG Project (LPG Project). Work in this area will be closely integrated with country action activities as the GACC and LPG Project work directly with governments in the countries in which they operate.
3. **Renewable Energy Procurement:** The Renewable Energy Procurement HIO is focused on creating regional and local aggregated demand for renewable energy to spur development and investment. Key stakeholders involved in this initiative include, but are not limited to: the World Economic Forum, IRENA, Wal-Mart, Accenture, FEMSA and Infosys.
4. **Phase out of Gas Flaring:** The Phase out of Gas Flaring HIO is based on the work being done under the World Bank's Global Gas Flaring Reduction (GGFR) public-private partnership. Key stakeholders working on defining how SE4All will add value to existing activities include but are not limited to: Statoil, ENI, and the World Bank.
5. **Energy & Women's Health:** Access to, and control over, clean energy sources are central to unleashing the potential of rural women. Key stakeholders working on this HIO include, but not limited to: the UN Foundation, the World Health Organization, UN Women, and UNDP, with an initial focus on developing plans to electrify rural health clinics in Africa.
6. **Off-Grid Lighting and Electricity Access:** The Off-Grid Lighting and Electricity Access HIO builds on the efforts of multiple organizations through the Global Lighting and Energy Access Partnership (Global LEAP) of the Clean Energy Ministerial to catalyze market development for modern off-grid lighting delivered through solar-lighting appliances, home systems, or connections to renewable energy mini-grids. The ten members include the U.S. Department of Energy, the World Bank Group, TERI, the UN Foundation's Energy Access Practitioner's

Network, the African Development Bank, and supporters include product manufacturers and civil society actors and distributors.

- 7. Lighting & Appliance Efficiency:** The Advanced Lighting and Appliance Efficiency HIO will promote adoption of global best-practice policies and programs to encourage efficiency in lighting, appliances, and equipment; enhancing and supplementing the work already underway, including, via the Clean Energy Ministerial's Super-efficient Equipment and Appliances Deployment (SEAD) Initiative, the UNEP en.lighten initiative, CLASP's global research and regional/national technical assistance initiatives, and UNDP-supported National Energy Efficiency Activities.

### **4.3. Global Advocacy and Stakeholder Engagement Workstream**

#### **4.3.1. Delivery, Facilitation, and Catalyzation**

The Global Advocacy and Stakeholder Engagement Workstream will include partners willing to help governments and stakeholders in their efforts to integrate the topic of sustainable energy into global, regional, national, and inter-governmental processes, including the UN's Post-2015 Development Framework and Sustainable Development Goals (SDGs). The Global Advocacy and Stakeholder Engagement Workstream will promote and advocate for resources from donors and interested supporting stakeholders and will convene supporting organizations with implementing organizations.

#### **4.3.2. Approach**

A structured approach to advocacy and engagement is critical. There are many ongoing initiatives and processes that include sustainable energy as an enabler of development or as a key component. In order to make a positive impact and increase the likelihood of success, the repeatable and structured steps that will be taken include:

- 1. Identifying ongoing and new/developing processes and initiatives that relate to SE4All.**  
Each year, SE4ALL will work to expand its network and ensure inclusiveness.
- 2. Developing a plan to drive successful alignment and integration.** The Global Advocacy and Stakeholder Engagement workstream will develop plans to successfully align stakeholders and initiatives and will collaboratively engage and execute activities along parallel tracks with the aim of bringing together the participants.
- 3. Systematically reporting on progress, trends, and issues to foster transparency, support, and collaboration on a regular basis.**

Ongoing initiatives and processes that can be addressed during the 2013-2015 timeframe include, but will not be limited to:

- **The Post-2015 Development Framework and Sustainable Development Goals (SDGs).** On-going and planned processes can be leveraged to integrate sustainable energy issues into the post-2015 debates and SDG discussions.

- **Support for the Implementation of the UN Decade of SE4All.** A plan can be developed to help coordinate and promote the implementation of the Decade at local, national, regional and international levels. This will include existing networks like Friends of Sustainable Energy for All among the permanent representatives.
- **International dialogues.** Key international fora and dialogues such as Clean Energy Ministerial, G-20, World Bank's and Regional Development Banks' Annual Meetings, UN CSD (and Policy Forum), UNFCCC, IRENA, the Africa-EU Energy Partnership, the International Energy Forum (IEF) and other related processes will be leveraged to advocate for and mobilize stakeholders in support of the SE4ALL objectives.
- **Regional policy-making processes.** Partners of SE4ALL can support and engage the African Union, ASEAN, APEC and other relevant stakeholders and processes in integrating energy issues into their policies, programs, and advocacy efforts.
- **Business-Led Fora and Initiatives.** These can include the World Economic Forum (WEF), the World Business Council on Sustainable Development (WBCSD), the Global Green Growth Institute.

#### **4.4. Communications and Outreach**

##### **4.4.1. Delivery, Facilitation, and Catalyztion**

The Communications and Outreach workstream will include partners willing to inform, mobilize, and grow the community of global stakeholders that can catalyze action in support of SE4ALL. This workstream can provide a platform to involve the private sector and civil society organizations (CSOs), including foundations, in the planning and implementation of SE4All activities at global, regional, and country level.

##### **4.4.2. Possible Approach**

- 1. Create a dedicated communications network of focal points from all SE4ALL Advisory Board members and key stakeholders.** Within this network, establish a small, core taskforce to lead on discrete tasks, organize events, conduct media outreach, mobilize resources for communications, and jointly create, update, and disseminate basic communications products.
- 2. Engage private sector stakeholders in providing inputs on workstreams, milestones, and policies.**
- 3. Create a process by which the input and involvement of CSOs and philanthropic foundations can be effectively incorporated in the work of the Country Action and Business Action & Investment workstreams.** This includes the Energy Practitioners Network.
- 4. Arrange media and outreach for major scheduled events.** Events could include, but are not limited to: the World Future Energy Summit, IRENA's Annual Assembly, Davos World Economic Forum, the Clean Energy Ministerial, and the Vienna Energy Forum.

## 4.5. Knowledge Management

### 4.5.1. Delivery, Facilitation, and Catalyzation

As SE4All will be implemented by a diverse group of stakeholders and will act as a model for sustainable energy development globally, a need to share best practices and learning will be especially important. The Knowledge Management workstream will partners willing to support the documentation of best practices and facilitate the sharing of the successes of different workstreams in each country. It will take an integrative approach, and can holistically capture all relevant best practices from the SE4All network of initiatives, countries, businesses, civil society organizations (CSOs), and partnerships and share them amongst the global network.

### 4.5.2. Possible approach

1. **Suggest “experts” to different topics.** Ensure that all members of the SE4All global network are aware of who is an expert in which area so that questions can be addressed to that individual(s), building on resources like the Clean Energy Solutions Center.
2. **Leverage existing sharing mechanisms and contribute to these sharing tools.** Several sharing tools around the world already exist and would benefit from the SE4All global network sharing best practices. In addition, the SE4All global network can benefit from information shared through these mechanisms and could increase the efficiency of their work. Examples of existing sharing tools that can be leveraged include:
  - Energy Access Practitioner Network
  - Clean Energy Solutions Center
  - Global Renewable Energy Atlas
  - Sustainable Energy Investment Readiness Index
  - Global Green Growth Forum
  - The Infrastructure Consortium of Africa
  - IEA Policy Database
  - The Energy Sector Management Assistance Program (ESMAP)
  - The Climate Investment Funds, in particular the program for Scaling-Up Renewable Energy Program (SREP) in Low Income Countries
3. **Publish and promote best practice/ lessons learned documents widely both within the SE4All global network and during events related to SE4All.** As action is taken in the Country Action and Business Action & Investment workstreams, the global network can be able to demonstrate certain successful and unsuccessful practices. It will be important to share this knowledge as the SE4All initiative is implemented to build on lessons learned and to increase efficiency. An important element in this activity can be the benchmarking and publishing of successful efforts in reports and a database to facilities improved practices.

## 4.6. Monitoring and Reporting

### 4.6.1. Delivery, Facilitation, and Catalyzation

The Monitoring and Reporting workstream will develop a framework for global monitoring and reporting of progress. In this way, the Monitoring and Reporting workstream can increase awareness of the wide range of actions underway and the opportunities for synergies, partnerships, harmonization, and matching.

#### **4.6.2. Possible approach**

A number of organizations have been tracking developments in the sustainable energy area, and have developed metrics to measure energy access, efficiency, and renewables. These activities could be leveraged and utilized, for instance through the following steps:

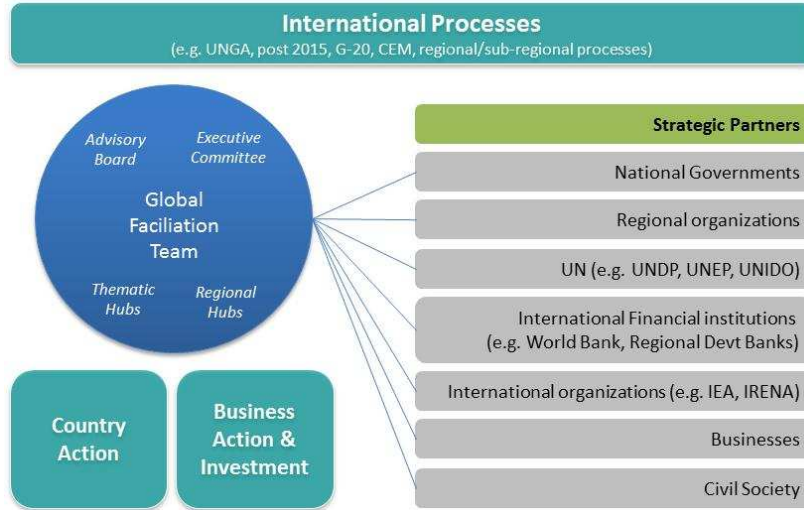
- 1. Create an online system to track progress.** This system can include a searchable commitment database and can enable progress measurement against many different criteria, such as objective, action area, country, technology, value, beneficiary numbers, and sector (government, private sector, civil society).
- 2. Develop and publish a Global Tracking Report.** The Global Tracking Report can map out the longer-term tracking framework for the initiative's three goals. Activities can include a review of existing energy indicators, development of a methodology, and creation of analytical tools for indicators, along with a proposed process for tracking progress on an annual basis.
- 3. Issue an annual SE4ALL report that presents results and performance of the initiative as a whole.**

## **5. THE GLOBAL NETWORK AND GOVERNANCE STRUCTURE**

SE4All's success depends on a strong and diverse global network comprised of key stakeholders – individuals, organizations, and groups – working together to address a series of common issues.

### **5.1. The Global Network of SE4All**

The Sustainable Energy for All Initiative is an action-focused global network. It will be supported by partner organizations from governments, international and national organizations, businesses and civil society organizations. The SE4All Advisory Board and Executive Committee will guide the SE4ALL initiative. A Chief Executive will direct a Global Facilitation Team (GFT) that will catalyze the implementation of actions, projects and programs to be undertaken by a wide range of partners. They will be supported by Regional and Thematic Hubs. Aside from these core organizations, there will be several other organizations supporting SE4ALL that will comprise SE4All's Global Network. These include, but are not limited to, organizations committing resources to advancing the HIOs and the Country Action plans like the UN Development Program and the UN Environmental Program.

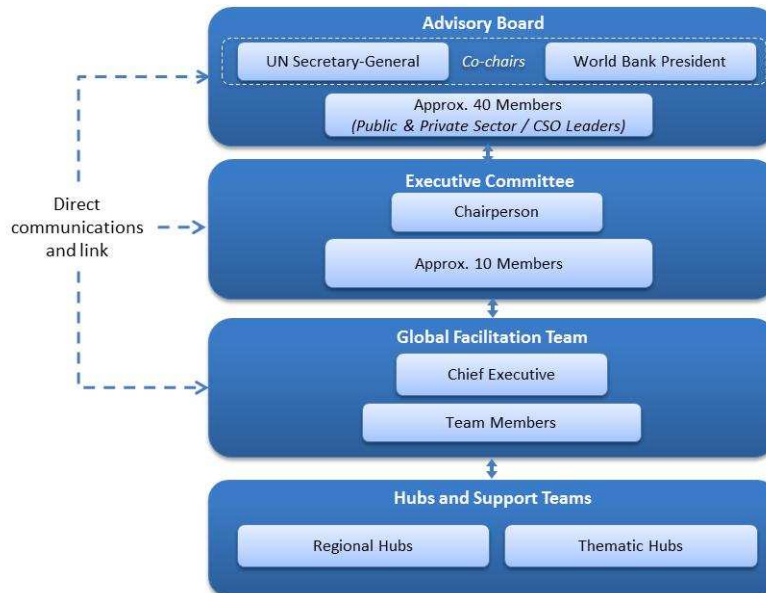


**Fig 3. SE4ALL Global Network**

Other organizations, like the World Bank, Regional Development Banks, and the International Energy Agency, can directly support SE4All by lending individuals to work on the Global Facilitation Team (GFT), Advisory Board, Executive Committee, and the Country Action and Business Action & Investment workstreams. The network surrounding SE4All and the core teams will change depending on stages of implementation and level of support required.

**5.2. Governance Structure**

A three-tiered structure has been created to guide, oversee, and support the objectives of SE4All.



**Fig. 4 SE4ALL Governance Structure**



### **5.2.1. Advisory Board**

The Advisory Board will be the highest tier of governance and will be Co-Chaired by the Secretary General of the United Nations and the President of the World Bank. The Advisory Board will provide overall strategic direction to the SE4All initiative, the Executive Committee and the Chief Executive, including guidance on the initiative's strategic goals and outcomes. The Advisory Board will be comprised of approximately 40 members that come from a diverse background of the private sector, public sector, and civil society. These members will have intimate knowledge of the SE4All goals and of other initiatives that can support SE4All.

The purpose of the Advisory Board will also be to raise awareness of the initiative worldwide, mobilize stakeholders and their commitments, and conduct advocacy and outreach at events and meetings on behalf of the initiative. The Advisory Board will encourage collaboration between SE4All and other relevant initiatives and will lead the integration of SE4All with other global energy initiatives.

### **5.2.2. Executive Committee**

The purpose of the Executive Committee is to provide oversight, direction, and advice to the Chief Executive of the SE4All initiative, to review and approve the initiative's Strategic Work Program and budget, and approve any changes to them, assess the performance of the Chief Executive against the goals and milestones set in the work plan. The Executive Committee will also provide oversight to the Chief Executive in the management of financial resources and funds for the initiative and provide reports and recommendations to the Advisory Board on matters that require their attention.

### **5.2.3. Global Facilitation Team**

The Global Facilitation Team (GFT) will serve the purpose of facilitating the SE4All initiative globally. It will be comprised of individuals who facilitate and catalyze bottom-up actions of other key stakeholders and partners. The GFT will focus on convening, liaising, facilitating, mobilizing and troubleshooting. Upon request of a wide range of partners, the GFT can facilitate implementation of actions, projects, and programs.

Thematic hubs will align stakeholders on various High-Impact Opportunities while regional hubs in Africa, Asia, and Latin America will act as a platform for Country Action. Additional Hubs will be considered as needed.



**Fig 5. SE4ALL Global Facilitation Team**

### **The Chief Executive**

The Chief Executive of the SE4All initiative will lead the overall coordination over the initiative and will oversee all actions of the Global Facilitation Team (GFT). The Chief Executive will coordinate all actions, functions, and workstreams of the Global Facilitation Team and will work with the Advisory Board and Executive Committee to coordinate the Initiative.

This may include operations at various locations, including New York, Vienna.

The teams described below are functionally aligned to the respective workstreams. The Chief Executive will oversee the administrative organization of these teams to maximize operational efficiency.

### **Country Action**

Upon request, Country Action can contribute to energy action plans in opt-in countries. As a part of this, the Country Action workstream can contribute to beneficial policies, programs, and projects..

### **Business Action and Investment**

Business Action and Investment can support the development of multi-stakeholder, multi-sectoral partnerships that advance the goals of SE4All. Those partnerships are called “High-impact Opportunities.” HIOs can convene stakeholders and initiatives/networks– across the portfolio of HIOs as well as other key workstreams such as Country Action and Knowledge Management. HIOs can work to provide all sectors – public, private, and civil – with a platform for engagement on certain High-Impact Opportunities.

## **Global Advocacy and Stakeholder Engagement**

Global Advocacy and Stakeholder Engagement can work to integrate SE4All – and its network of initiatives, countries, partnerships, and knowledge – into global, regional, national, and inter-governmental processes, including the UN’s Post-2015 Development Framework and Sustainable Development Goals (SDGs).

## **Communications and Outreach**

Within the GFT, Communication and Outreach will be responsible for communications, messaging, branding, and outreach related to the SE4ALL Initiative. Communications can be used to inform, mobilize and grow the community of global stakeholders through who can catalyze action in support of the initiative through effective communications and outreach. Communications and Outreach can also provide a platform to involve the private sector and civil society organizations (CSOs), including foundations

## **Knowledge Management**

Knowledge Management will work to document best practices and to share the successes of the different workstreams of SE4ALL globally. Knowledge Management will take knowledge from the diverse group of stakeholders that comprise the SE4ALL Global Network and disseminate it across the network. The Knowledge Management team will work with and draw on existing knowledge management efforts of partners, and will holistically capture all relevant best practices from the SE4ALL network of initiatives, countries, businesses, civil society organizations, and partnerships.

## **Monitoring and Reporting**

Monitoring and Reporting team will primarily include writing and developing the Global Tracking Report, a comprehensive view of all progress made globally on the three 2030 Goals of SE4ALL. Through the Global Tracking Report, the Monitoring and Reporting workstream can increase awareness of the wide range of actions under way and the opportunities for synergies, partnerships, harmonization, and matching. Monitoring and Reporting will also be responsible for tracking all actions of the Country Action and Business Action & Investment workstreams and generating reports that track the progress of the catalytic actions of SE4All.

## **Thematic and Regional Hubs**

The Thematic and Regional Hubs will be geographical centers where SE4All actors can convene on certain thematic and regional issues. For example, the Energy Efficiency Thematic Hub in Copenhagen, Denmark will be the geographical center of all action on Energy Efficiency within the SE4All initiative. By working with relevant initiatives and organizations, it will convene actors, maintain knowledge, generate communications, and manage monitoring and reporting on energy efficiency. Likewise, Regional Hubs will coordinate regional actions, especially with regard to the Country Action workstream.