

Annex A. Risk Analysis



OFFLINE RISK LOG

Project Title: Sustainable Energy for All				Award ID:			Date: 28 May 2013			
#	Description	Date identified	Type	Impact & Probability	Countermeasures/ response	Mngt	Owner	Submitted, updated by	Last Update	Status
1	Weak response and delivery from participating governments.	28 May 2013	Political	<p>Significant slow-down in delivery, implementation and operationalization of planned activities at country-level.</p> <p>Probability on a scale from 1 (low) to 5 (high) P = 3</p> <p>Impact on a scale from 1 (low) to 5 (high) I = 3</p>	Well-coordinated support to, and dialogue with, key strategic partners at country level, including resident coordinators, World Bank representatives, and bilateral donors, e.g. US, EC and others, to analyse, identify and correct systemic failures.		Project manager/ project team	Project manager	28 May 2013	
2	Weak operational coordination among key partners.	28 May 2013	Substantial	<p>Uncoordinated efforts among key partners could potentially impede effective operationalization of project.</p> <p>P = 2, I = 3</p>	Clearly identified and endorsed focal points among key partners, including governments, with identified responsibilities, roles, and lines of reporting.		Project manager/ project team	Project manager	28 May 2013	
3	Decrease in financial commitments by donors.	28 May 2013	Financial	<p>Reduced scope of activities.</p> <p>P = 2 I = 3</p>	Clearly identified and achievable objectives established, continually measured against deliverables. Continued mapping, identification of, and outreach to, potential partners. Continued efforts to ensure that delivery of activities and outputs raise credibility of project.		Project manager/ project team	Project manager	28 May 2013	

Annex B. Terms of References:

1. Title: Director/Global Team Leader, Country Action Operations

Key Functions

- Direct the entire workstream of the SE4ALL Global Facilitation Team (GFT)'s Country Action Operation. This includes but not limited to:
 - directing the preparation and execution of all strategies, plans and interventions related to the GFT's work on Country Operations under the SE4ALL initiative,
 - managing professional and support staff in the GFT engaged on Country Operations including training and capacity building where needed;
 - developing standardized Country Mission Planning framework for use by partners in developing country dialogues, gap analysis, priority programme development, and activity implementation to document results and lessons learned.
 - supporting the implementation of the "bottom-up" universal access agenda working closely with UNDP as the global lead institution on this activity set;
 - coordinating with and providing strategic guidance to the Regional Hubs in Africa, Asia, Latin America and other places towards maximizing the development impact of the SE4ALL supported activities at the country level.
 - coordinating and collaborating with other work streams supported by SE4ALL;
 - developing principles and standard best practice guide for country level consultations, gap analysis and stakeholder consultation to support the country level operations.
- Maintain excellent communications and provide support for partners. This includes:
 - providing concise information to UNDP and UN Resident Coordinators on the SE4ALL Initiative objectives, structures, working modalities and resources available to support them in their in country coordination function and convening role with other development partners;
 - providing liaison function with global partners interested in support country level activities identifying options and entry points based on the country needs assessments and national development priorities. providing information to private sector partners and investment opportunities identified at the country level which can leverage resource flows and public private partnering,
 - consulting with international partners about objectives, resources and success criteria for commitments to carry out country level activities;
- Provide strategic advice to and support the SRSG, including:
 - providing strategic advice on strategies for effective partner coordination at the country level;
 - mobilizing resources from all stakeholders for the initiative;
 - supporting the SRSG in defining SE4ALL strategic and substantive direction taking into consideration the directive of the Advisory Board and Executive Committee, agendas of Sustainable Development, Rio+20, the MDGs and post-2015, and other globally agreed development goals.

Qualification:

- Advanced degree in energy, economics and other development related fields
- At least 15 years of experience in providing strategic guidance for international development.
- Track record of policy reform and innovation on capacity development, strategic decision-making and organizational leadership
- Experience in UN system coordination at the country level, including experience in countries in Asia, Africa and Latin America on development issues;
- Experience in dealing with energy sector reform and capacity development issues
- Excellent Management skills
- Excellent oral and written communication skills in English with an adequate working knowledge of Spanish or French.

2. Title: Sustainable Energy for All Representative in New York & Global Team Leader for Stakeholder Mobilization

Key Functions

- Represent the SRSG on day-to-day interactions with intergovernmental processes and discussions with stakeholders in New York, and, as needed, in other locations. This includes:
 - Leading interactions with senior representatives of governments to the United Nations and other stakeholders such as Friends of Sustainable Energy for All among the permanent representatives in New York;
 - Representing the SRSG in meetings and discussions hosted by UN General Assembly and its committees, UNDP, UNDG, ECOSOC, and other intergovernmental processes;
- Direct and manage the work of the Global Advocacy and Stakeholder Engagement team, composed of a multidisciplinary team of managers, advisors, experts and support staff. This includes:
 - Providing conceptual and operational leadership in designing and directing a structured approach to engaging with governments, CSOs, businesses, youth, academia and other stakeholders of SE4All.
 - Undertake joint advocacy work with UNDP and other major partners of the SE4ALL.
 - Leading team planning, monitoring, results reporting and performance evaluation of the Global Advocacy and Stakeholder Engagement team as a whole and individual members in the team.
- Spearheading the initiative's efforts to help integrate sustainable energy for all into global, regional and national political processes. This includes:
 - Conceptualizing and coordinating the initiative's efforts to integrate energy into those related to the UN's Post-2015 Development Agenda and Sustainable Development Goals (SDGs), follow up to the UN-supported Thematic Consultation on Energy and the post-2015, and the work related to the UN Task Team on the Post-2015.
 - Serving as the focal point for interactions with existing global political dialogues related to energy
- Provide, on behalf of the SRSG, strategic advice and substantive support to priorities, process and content orientation of Secretary-General's engagements on energy. This includes:
 - Coordinating the organization of meetings of the Advisory Board for Sustainable Energy for All, co-chaired by the Secretary-General and the President of the World Bank, serving as its secretariat, by working with relevant senior counterparts at the World Bank.
 - Supporting the Secretary-General and the SRSG in conceptualizing and implementing the UN Decade of Sustainable Energy for All. Supporting senior Executive Office of the Secretary-General officials' (e.g. DSG and the ASG for Strategic Planning) engagements on energy issues and its linkages with other topics such as climate change.
- Provide strategic advice to SRSG, including:
 - Assisting in developing and implementing initiative-wide strategic plans, monitoring and reporting on any aspects of the SE4ALL initiative.
 - Mobilising resources, strategic alliances and partnerships in support of the initiative.

Qualification:

- Advanced university degree in Energy, Public Policy, Development, or other relevant disciplines.
- At least, twelve to fifteen years of relevant professional work experience.
- Expert knowledge on international negotiations, especially in the context of UN General Assembly and its committees, major UN conferences, and other international processes.
- Demonstrated track-record of managing global, complex multi-stakeholder partnerships to mobilize strategic alliances and partnerships
- Solid leadership, presentational and people skills
- Strong negotiation skills, maturity and sensitivity to handle difficult situations
- Fluency in English.

3. Title: Policy Specialist on intergovernmental affairs and multi-stakeholder consultations

Key Functions

Intergovernmental Affairs and Multi-stakeholder Consultations Support

- Support the development and implementation of the initiative's strategic policy objectives and work plan; liaise and exchange information with partners in the UN system, government officials, civil society and other stakeholders as required;
- Monitor, track and analyze the development of relevant processes, including intergovernmental, against the strategic policy objectives and work plan; identify problems and issues to be addressed and propose corrective actions; liaise with relevant parties; identify and track follow-up actions;
- Support the implementation of the UN Decade of Sustainable Energy for All and facilitate activities related to the Decade;
- Support the integration of sustainable energy into the processes of the Post-2015 Development Framework, the Sustainable Development Goals (SDGs), and other relevant international processes at local, regional and international level;

Strategic Advisory Support

- Disseminate substantive strategic position papers, presentations, advisory and briefing notes to senior managers on the status of on-going and relevant intergovernmental processes and other global and regional events and initiatives of strategic importance being implemented by the UN system;
- Research, analyze and present information on political processes related to energy gathered from diverse sources;
- Prepare written outputs, e.g. briefing notes, policy briefs, talking points, speeches and substantive correspondence for relevant senior UN officials on the full range of policy and practical issues related to the implementation of the initiative's strategic policy objectives and work plan;
- Prepare written inputs for relevant UN reports, and provide assistance to intergovernmental bodies, including the General Assembly and related processes;

Stakeholder Mobilization and Communications

- Organize seminars, meetings and workshops together with a wide array of stakeholders such as CSOs, businesses, governments, aimed at helping on advocacy and outreach;
- Provide substantive support to consultative and other meetings, conferences, etc., to propose agenda topics, identify participants, prepare documents and presentations, etc;
- Draft briefing materials, talking points and speeches as deemed required by the SRSG, officials of the Executive Office of the Secretary-General (EOSG), and senior managers of the Sustainable Energy for All initiative;
- Serve as the focal point on administrative issues in NY, and maintain close working with administrative staff members of the GFT;
- Perform other duties as required by the SRSG.

Qualification:

- Advanced degree in international relations, energy policy, development economics, law, public administration, or a closely related field.
- Five to seven years of progressively responsible experience in international affairs, UN matters, diplomatic work or relevant research.
- Work experience within the United Nations system, especially excellent knowledge of UN rules, regulations, policies and procedures, highly desirable.
- Experience in working and collaborating with governments on intergovernmental processes desirable.
- Excellent writing skills highly desired.
- High level of computer literacy including spreadsheet, word processing and presentation software

Annex C. Sustainable Energy for All: 2013 – 2015 Strategic Work Plan⁷

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.

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 benchmarked against the three (3) goals and new outcomes will be created.

2.1. 2015 Energy Access Outcomes

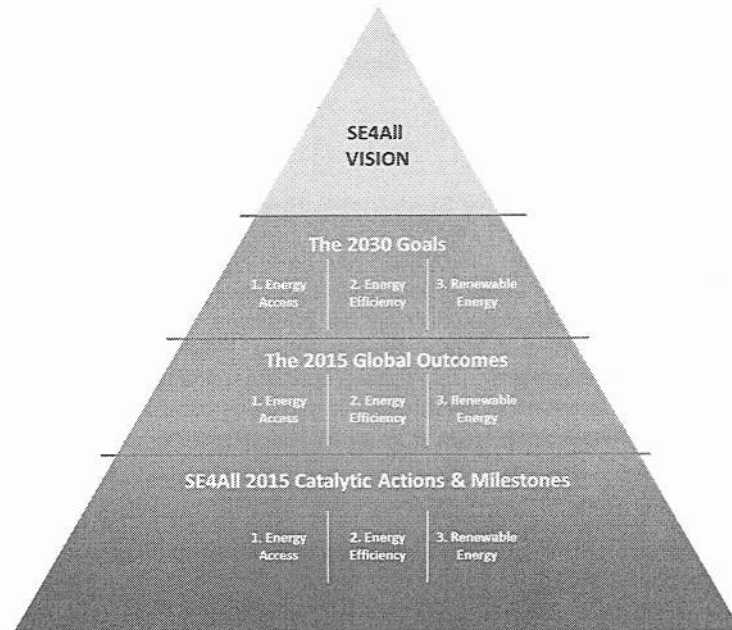
1. Programs underway to scale-up and accelerate the improved provision of electricity to 200 million individuals.
2. Programs underway to scale-up and accelerate the provision of clean and efficient cooking and heating solutions to 400 million individuals by the end of 2015.
3. Increased level of annual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

⁷ As at 12 April 2013, as endorsed by Executive Committee of the Sustainable Energy for All initiative as a living document.

Figure 1. SE4All's Goals, Outcomes, and Milestones

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. Renewable Energy

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

- Promote 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
- Encourage opt-in of 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

- Strengthen the partnership between SE4All and 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 the SE4All Energy Efficiency Hub in Copenhagen
- 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, High-Impact Opportunities, Global Advocacy and Stakeholder Engagement, Communications and Outreach, Knowledge Management, and Monitoring and Reporting.

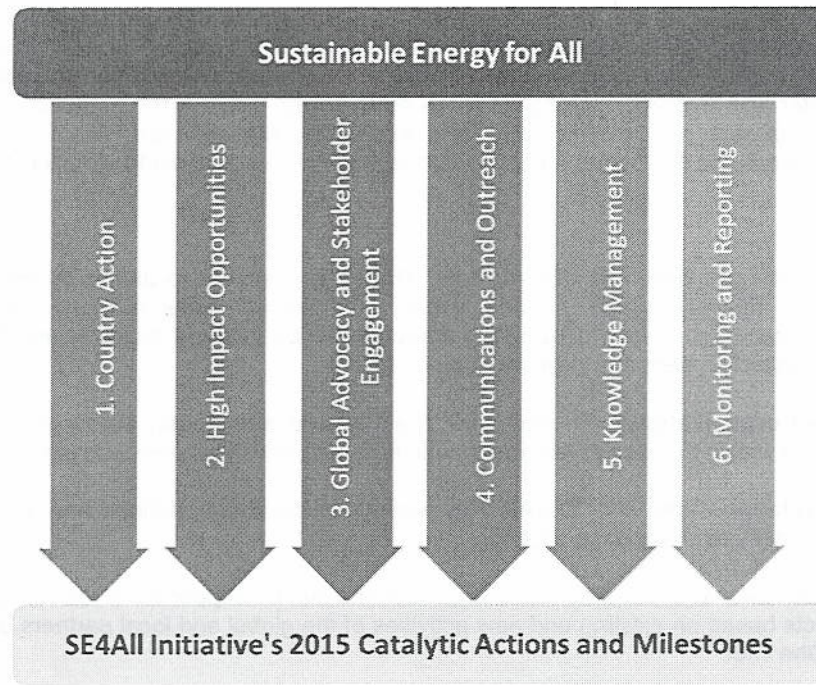


Fig. 2 SE4ALL Workstreams

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. High-Impact Opportunities (HIO) Workstream

4.2.1. Delivery, Facilitation, and Catalyzation

The High-Impact Opportunities (HIO) Workstream will include partners willing support the development of multi-stakeholder, multi-sectoral partnerships that will advance the goals of SE4All. It is expected that businesses will take leading roles in each of the HIOs, in collaboration with other stakeholders. The HIO 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 HIO 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 5-step 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/Charging:** The Clean Energy Ministerial-led Global Lighting and Energy Access Partnership (Global LEAP) brings together the efforts of multiple organizations to catalyze market development for modern off-grid lighting and mobile phone charging, including the World Bank Group, TERI, UN Foundation's Energy Access Practitioner's Network, the Asian Development Bank, and product manufacturers and distributors.
7. **Lighting & Appliance Efficiency:** The Clean Energy Ministerial, the International Partnership for Energy Efficiency Cooperation and the UN Environment Programme are coordinating efforts on

appliance policy through the Super-efficient Equipment and Appliance Deployment and en-lighten initiatives.

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 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 Clean Energy Ministerial, 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 Catalyzation

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 HIO 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).
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 HIO 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.**

SE4ALL UNDP ProDoc - Work Sheet for Comments
Version: 3 July 2013

Comment	Response	Action	Comment submitted by:
<p>Only 20% of the total cost of the project is currently covered. How does the project intend to cover the remaining unfunded amount?</p>	<p>This project is an integral part of the Secretary-General's Sustainable Energy for All initiative. Resource mobilization will occur in conjunction with overall initiative efforts.</p>	<p>No changes in document.</p>	<p>RBEC (Oksana Leschenko), RBAP (Denis Nkala), Knowledge, Innovation and Capacity Group/BDP (Silke Hollander)</p>
<p>The UNDP Draft Strategic Plan and our trend in Asia/Pacific is to focus on multi-disciplinary assistance to countries. It is not clear whether the implementation of SE4ALL will work within this greater picture. We therefore think there is a greater need to decentralize the leadership and resources of this project to the regional level and country offices. This may indeed be part of the plan but is it</p>	<p>Objective of this project is to specifically support the work of the Global Facilitation Team [the secretariat], which is under the guidance of the Secretary-General's Special Representative for Sustainable Energy for All, with administrative support from UNDP.</p>	<p>See page 4 for revised language.</p>	<p>RBAP (Denis Nkala)</p>

not clearly stated in the document.			
The Regional Bureau for Asia and Pacific has contributed significantly to the success of the SE4ALL initiative in the region through personnel and financial resources. To ensure the success that is already evident on the ground, there is a need to make resources from the Initiative more accessible at Regional and country level.	As noted above, the project is focused on supporting the initiative. One of the contributions of this project is to codify and share lessons learned from UNDP, incl. Asian-Pacific Country Offices.	See page 4 for revised language.	RBAP (Denis Nikala)
A strategy to use modalities of South-South and Triangular Cooperation should be encouraged to enable a continuous process of capacity development in countries and may reduce the consultancy outlay.	Well noted.	Language inserted. See page 4 for revised language.	RBAP (Denis Nikala)
UNDP will be a partner and competitor with other UN Agencies in implementing the initiative. A strategy should be developed to enable Regions and Country offices to deal with this.	This is an issue of strategic relevance to UNDP, and should be taken up outside this produc.	No Action.	RBAP (Denis Nikala)
The RRF refers to a SP from 2008 – 2011 please change to 2013.	Well noted.	Language changed. See page 6 for revised language.	Knowledge, Innovation and Capacity Group/BDP (Silke)

<p>The outputs such as “Development, facilitation and successful execution of plans to scale up country level action and facilitate cross-cutting, thematic high-impact opportunities (HIOs)” are too broad and need to be qualified in order to be measurable.</p>	<p>Well noted.</p>	<p>To be coherent with output and indicative language, language has been modified. See page 6 for revision.</p>	<p>Hollander) Knowledge, Innovation and Capacity Group/BDP (Silke Hollander)</p>
<p>It is also not clear how to differentiate between outputs and multi-year targets.</p>	<p>Well noted.</p>	<p>Description modified. See pages 6-7 for revised language.</p>	<p>Knowledge, Innovation and Capacity Group/BDP (Silke Hollander)</p>
<p>The indicators ask for numbers yet neither the baseline nor the targets give numbers. The AWP is multi-year. There should be one detailed for the remaining period of 2013.</p>	<p>Well noted.</p>	<p>Language modified. See page 7 for revisions.</p>	<p>Knowledge, Innovation and Capacity Group/BDP (Silke Hollander)</p>
<p>The indicators in the AWP are different to those in the RRF.</p>	<p>Well noted.</p> 	<p>Indicators aligned. See pages 8-9 for revisions.</p>	<p>Knowledge, Innovation and Capacity Group/BDP (Silke Hollander)</p>

<p>Management arrangement: Project implementation teams (such as country teams) seem missing.</p>	<p>Global Facilitation Team [Secretariat] assumes project implementation.</p>	<p>No change.</p>	<p>Knowledge, Innovation and Capacity Group/BDP (Silke Hollander)</p>
<p>Since UNDP is the implementing partner of this project (i.e. DIM), the legal context section should be adapted accordingly as follows: [text suggestion included in original email].</p>	<p>Well noted.</p>	<p>Language changed. See page 13.</p>	<p>Knowledge, Innovation and Capacity Group/BDP (Silke Hollander)</p>
<p>The project document makes no mention on how the project will liaise with, and support the Regional Centers and the country offices in the different regions.</p>	<p>Well noted.</p>	<p>See page 4 for revised language.</p>	<p>RBLAC (Ugo Blanco)</p>
<p>No mention on how UNDP will liaise with GEF portfolio related to energy nor of UNDP Energy, Infrastructure, Transport and Technology unit nor the bottom up energy activities implemented through the Small Grants Programme.</p>	<p>Well noted.</p>	<p>See page 4 for revised language.</p>	<p>RBLAC (Ugo Blanco)</p>

Cleared by: **Magdy Martínez-Solimán**
BDP Deputy Director and PAC Chair



Date: **16 July 2013**