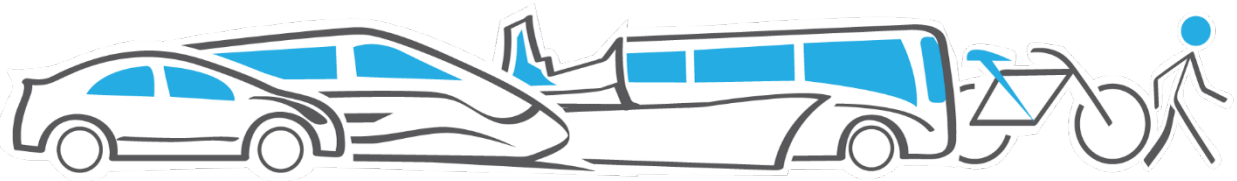


NOVEMBER 2016



SUSTAINABLE MOBILITY FOR ALL

REVIEW OF THE SUSTAINABLE ENERGY FOR ALL INITIATIVE AND LESSONS
LEARNED FOR THE TRANSPORT SECTOR

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A. PURPOSE AND CONTEXT¹

This paper is an in-depth review of the SE4ALL initiative from the establishment of the High Level Advisory Board in 2012 to the present. The focus is on major outcomes, governance structure and lessons learned in order to derive strategic recommendations to replicate the model for transport.

There is a growing conversation on the need to create a Sustainable Mobility for All (SM4ALL) initiative. During the recent Climate Action 2016 Summit, key stakeholders joined the World Bank Group in calling for global and more concerted action to address the climate impact of transport while ensuring mobility for everyone. Early in 2015 DFID convened a group of donors and development finance institutions. DFID suggested learning from other sectors, in particular Energy and SE4ALL, to mitigate the agreed lack of coherence within the transport community in addressing many global issues. The Secretary-General's High-Level Advisory Group on Sustainable Transport in its final recommendations on sustainable transport noted this need for "coalitions or partnership networks to "strengthen coherence" for "scaling up sustainable transport" as well as establishing monitoring and evaluation frameworks for gathering and analyzing reliable data and statistics. These issues have been raised at Habitat III, COP22 and at the Global Sustainable Transport Conference in Ashgabat.

SE4ALL does offer guidance for not only transport but similar initiatives. Further, the SDG implementation process has accelerated the need for the transport community to agree upon an approach to design and develop metrics for indicators of the transport related SDGs in the same way SE4ALL's Global Tracking Framework has been able to have its indicators given Tier 1 approval by the UN Statistical Commission. In addition, to agreeing upon a global initiative, similar to SE4ALL that establishes a governance regime for advocacy and communications and cooperation among a diverse group of UN and non-UN stakeholders.

In methodology this paper relied upon primary sources including core published and unpublished SE4ALL working documents. These are listed in Annex 1. In addition the report was informed by a series of confidential interviews with donors, civil society organizations, participants in SE4ALL meetings. See Annex 2.

¹ This report is prepared by H. Stephen Halloway (Consultant) and supported by DFID funding.

B. BACKGROUND

It is important to understand the events and activities that led up to the establishment of the SE4ALL Advisory Board in 2012.

The seeds for the initiative were planted in 2008 when the UN Chief Executives Board resuscitated UN Energy with the appointment of UNIDO Director-General Kandeh Yumkella as Chair of UN Energy (the coordinating body of all UN agencies with energy related programs) and the subsequent appointment of the Secretary General's Advisory Group on Energy and Climate Change (AGECC) in 2009, Chaired by Dr. Yumkella. It is important to note AGECC was created post-Copenhagen to meet issues raised in that COP.

The AGECC had a broad, high level membership including former country presidents (Jose Maria Figueres, Costa Rica), high profile corporate executives (e.g. Carlos Slim, Helga Lund, Statoil). Its report, "Energy for a Sustainable Future" was issued 28 April 2010. There were several working sessions of the board and technical drafting committee to work out the details of the recommendations that provided the foundation for the three goals of SE4ALL: Access, Efficiency, Renewables. The Report also recommended the creation of a high level group to oversee the implementation of the SE4ALL Recommendations for Rio. An outside consulting firm, McKinsey and Company provided analytical support. Interestingly, in the final report AGECC noted that its findings would be helpful to other "similar initiatives." Setting the stage for creating the SE4ALL model.

The SG was under pressure to address the recommendations of the AGECC Report. Beginning in February 2011 he held several meetings with UN Energy Chair Yumkella to establish a new SG High-Level Group on SE4ALL to be co-chaired by Dr. Yumkella and then Bank of America Chairman Chad Holliday. However, it wasn't until September 2011 that the first meeting of SGs High Level Group on SE4ALL was held. The co-chairs were Dr. Yumkella and Chad Holliday. It took almost a year to work this out internally with the UN both politically and conceptually.

In November 2011, the SG issued "A Vision Statement" on SE4ALL laying out the foundations for the initiative on the run-up to COP 16. The High Level Group held a series of meetings and technical working group meetings and issued "A Global Action Agenda" in April 2012 as its contribution to Rio+20. This report further refined the parameters of an SE4ALL initiative.

After Rio, while there was, and always has been agreement on its three goals, there was uncertainty as to the future governance of SE4ALL. The Co-chairs were preparing a report concluding their tenure and setting out their accomplishments. The Report set out the strategic, political and financial accomplishments. To note, the High Level Group held four face to face meetings over the course of a year. The Report sets out the next steps-creating a structure and process and to build upon the momentum generated by the initiative. The report specifically eschewed creating new institutions but rather a global network of partners under the direction of a chief executive operating under the authority of the SG to manage this network guided by a newly constituted high-level advisory board supported by a “lean and nimble” secretariat to handle complex multi-stakeholder activities both within and outside the UN system.

In August 2012, The World Bank President accepted an invitation from the SG to be his co-chair of the SE4ALL high level Advisory Board (AB). An eight person executive committee was also appointed chaired by Chad Holliday, Chairman, Bank of America, included representatives of the co-chairs and other key partners. The Banks representative was the VP SDN. The AB and Executive Committee were composed of representatives from government, private sector, CSOs and international organizations.

The Report was drafted with the knowledge the President of the World Bank had in August 2012 accepted the invitation of the SG to co-chair a yet to be formed High Level Advisory Board on SE4ALL. Its first meeting was in April 2013 during the Bank/Fund Spring Meetings. Again, note it took some time to work out the political and operational structure of SE4ALL, i.e. selection of Advisory Board Members, appointment of an Executive Committee and details of a Global Facilitation Team in NY and Vienna to support the initiative and its CEO.

UNSG Ban Ki Moon formally launched SE4ALL in September 2011 with three objectives by 2030:

- Achieve universal access to energy, including electricity and modern cooking fuels
- Double the renewable energy share of power produced and consumed
- Double the rate of improvement of energy efficiency

The UN General Assembly (UNGA) declared 2012 as the Year of Sustainable Energy for All to coincide with Rio+20 Building upon its success UNGA declared a Decade of SE4ALL beginning January 2014.

The First Meeting of the Advisory Board was in April 2013 in the World Bank. There was a lengthy process of selecting AB members. In the interim the AB Executive Committee was responsible for the day to day oversight of the initiative and its CEO Kandeh Yumkella. The initial staffing was provided by the UNSG’s Executive Office. Seed funding came at the end of 2012 from Sweden and Denmark into a Multi-Partner Trust Fund established in UNDP expressly for SE4ALL. The AB served as a high level advisory group. The Executive Committee reported to the AB on day to day implementation of SE4ALL. Board Committees, noted below, were developed as a means of engaging AB members in the initiative and tapping into their individual expertise.

The first Initiative CEO was Kandeh Yumkella (former Director General of UNIDO who began fulltime in July 2013). He concurrently served as Special Representative of the SG (SRSG) for SE4ALL and headquartered in Vienna, Austria, along with a small Global Facilitation Team. It is important to emphasize the personal involvement of the SG. It was considered one of his initiatives and a cornerstone of his legacy.

There is a new governance structure as of January 1, 2016, that places SE4ALL in the UN Department of Economic and Social Affairs (DESA) and in a multi-stakeholder quasi-international NGO devoted to SE4ALL in Austria. Rachel Kyte serves as CEO and concurrently as Special Representative of the Secretary-General.

In June 2016 a new “Strategic Framework for Results/2016-21” for SEforALL was presented to the Advisory Board in June. A more detailed “Business Plan (2016-2021) entitled “Interventions that Accelerate Action” has also been presented which also includes a plan for mobilizing funds. Current donors include: UK, Norway, Sweden, EU, Austria, Germany, and DANIDA. These two documents provide a solid, well thought-out management and programmatic plan. To note: the key “relationship agreement” setting out respective responsibilities between the NGO and the UN-DESA is in its final stages of approval.

SE4ALL Timeline

- 2009 Secretary-General’s High Level Group on Energy and Climate Change Appointed.
- 2010 AGECC Summary Report and Recommendations
“Energy for Sustainable Future,” April.
- 2011 First Meeting SG’s High Level Group on SE4ALL, New York September.
SG Vision Statement “Sustainable Energy for All: A Global Action Agenda,” November.
- 2012 UN General Assembly declares International Year of SE4ALL
SGs High Level Group on SE4ALL issues “Global Action Agenda,” prior to Rio +20.
World Bank President Kim accepts invitation from SG to co-chair new SE4All Advisory Board. August.
Co-chairs SG High Level Group issues Final Report. September.
- 2013 First Meeting SG SE4All Advisory Board at World Bank. April.
- 2014 UN General Assembly declares 2014-2024 Decade of SE4ALL.
- 2016 New governance structure places SE4ALL in DESA and in multi-stakeholder international NGO devoted to SE4ALL in Vienna. Concurrent appointment SRSG for SE4ALL and CEO INPO. January.

C. SUBSTANTIVE ASPECTS OF SE4ALL

Institutional and Governance

A consensus was finally achieved among the key partners (World Bank, UN, EU, Norway and UN Foundation) on a governance structure in July 2015 after 18 months of discussion. The agreed upon structure is composed of: (1) an Austrian quasi- international not-for-profit NGO registered in December 2015 whose principle purpose is the promotion of SE4ALL, headed by a CEO; and (2) UN SE4ALL staff secretariat located within the Department of Economic and Social Affairs (DESA) to support UN Energy; SE4ALL coordination overseen by a Special Representative of the SG for Sustainable Energy. Rachel Kyte assumed these dual roles on January 1, 2016.

The old governance structure relied upon Advisory Board Executive Committee as the key vehicle for policy related decision making for SE4ALL. The new governance structure retains the AB as an overall policy body within the UN. The SE4ALL quasi-International NGO will have a separate governing board. The founding members of this Board include: Norway and TERI. Chad Holladay continues his role from Chair of the old Executive Committee to Chair of the new NGO board. Mr. Holladay is the current Executive Chairman of Shell.

The implementation of the new governance structure requires a formal agreement between the UN and the quasi-international NGO setting out their respective responsibilities. This is a new model for both the UN and many current partners. It is in its final stages of approval.

Funding

As a UN SG Initiative, there was scant funding from the regular UN budget. The Initiative was essentially funded with so-called “off-budget” resources. Although, certain senior positions (e.g. CEO, Principal Officer, etc.) had to be approved by the UN Budget Committee (ACABQ) even though funded off-budget.

Major Donor’s placed their funds in: (1) Multi-Partner Trust Fund Office (UNDP): Denmark, Sweden, Germany, Iceland; (2) United Nations Foundation: UK DFID; Norway NORAD; and (3) UN Office of Project Services (UNOPS): European Union and DANIDA. There were also modest funds from private sector and foundations (under USD100 thousand).

Individual partners provided funding of specific activities. For example, the Global Tracking Framework was initially funded by The World Bank ESMAP. While partners contributed both time and resources as well.

In-kind contributions in the form of staff came from: Austria, Germany, Norway, France, Republic of Korea, Italy, UNDP and Accenture. The UN Office in Vienna provided IT and Security. The overall funding 2013-2015 was: \$16.9 million (cash) and \$2.5 million (in-kind).

Staffing

SE4ALL was staffed (not including part time consultants) by a Global Facilitation Team located in New York (4 persons) and Vienna (20 persons).

Country Actions

Well underway in 30 countries from among the total of 83 developing countries that have joined SE4ALL. In 2014, with strong donor support, ESMAP launched a \$15 million technical assistance program for select client countries to help them develop investment prospectuses as part of national energy access plans. Under implementation in 7 countries in Africa, South and East Asia and one regional program in Central America.

Knowledge Hub

The concept is to have regional hubs located within the regional development banks as focal point for SE4ALL and thematic hubs on Energy Efficiency (Denmark), Renewable Energy (IRENA), Capacity Building (The Energy Resources Research Institute-TERI) and Knowledge (WBG) as focal points for research, best practices sharing, etc. in support of SE4ALL goals. The WBG role in developing knowledge products through peer collaboration enhanced both the quality of those products but the reputation of the WBG as collegial convener of the technical groups. This process took time and patience by all partners to work out the definitions and metrics.

D. SUMMARY OF MAJOR OUTCOMES 2013-2015

Growing the SE4ALL Movement

The Post-2015 agenda fully integrates energy issues. There was a substantial increase in core partners and the Global presence of SE4ALL increased in the public perception. The initial phase was also focused on establishing SE4ALL as the umbrella under which sustainable energy interest could gather. The adoption of SDG 7 was one very successful example of how this partnership worked. The Millennium Development Goals did not include energy. Inclusion in the SDGs was achieved by a well-orchestrated campaign lead by SE4ALL and its donors and partners and with the support of civil society.

There are further examples of leveraging The Year of SE4ALL into the Decade of SE4ALL and convening two Annual Forums attracting a broad base of over 2500 leaders from government, civil society and business. Another is the establishment of a Global Energy Efficiency Accelerator Platform with support from key partners including: Accenture, Danfoss, Dow Chemicals, Energie, Johnson Controls and Philips.

Public communications increased with all partners through traditional media, social/digital media and branding [in 2016 “SE4ALL” was rebranded as “SEforALL”]. Also, the establishment of a “SE4All Practioners Network” of small and medium enterprises, CSOs and impact investors that has grown to more than 3000 persons world-wide.

A robust monitoring/accountability framework was put in place. Common tools/methodologies were developed and Global Tracking Framework (GTF) was established and updated. The first GTF was launched in 2013 and the second in 2015. The GTF is co-lead by the World Bank and International Energy Agency and brings together a multi-stakeholder group of twenty-four partners representing key energy interests. One measure of its success was the adoption as Tier 1 indicators by the UN Statistical Commission of the GTF metrics for measuring implementation of SDG 7.

During this start-up period there was growth in the number of countries engaged/opted-in to SE4ALL and plans of action developed refined at national/local levels. There are now 106 countries (including 85 developing countries) that are in partnership with SE4ALL.

There was some action taken to catalyze large-scale private investments in opt-in countries. Innovative instruments proposed by the SE4ALL Advisory Board Finance Committee to raise over \$100 billion in annual investments by 2020. This report was a unique collaboration between private sector investors, and the World Bank Group. However, there was no substantial implementation.

Finally, The Global Facilitation Team (GFT) became functional and funding was mobilized. So-called Hubs established and became operational. Four regional Hubs were established to provide local response and leadership. These were largely supported by the Regional Development Banks.

Five thematic Hubs were established (Energy Efficiency, Renewables, Knowledge Management, Capacity Building and Energy Efficiency Facilitation) supported by inter-governmental organizations, NGOs and bi-lateral donors. See more detail on page 6. The GFT was established and staffed offices in New York within the UN and in Vienna which became its headquarters.

E. LESSONS LEARNED/STRATEGIC RECOMMENDATIONS

Governance

SE4ALL benefited from substantial consultations among diverse stakeholders. Between 2008 and 2012, beginning with the AGECC Report “Energy for a Sustainable Future” in September 2010; the establishment of the SG’s High-Level Group on Sustainable Energy for All and their reports in April 2012 “Sustainable Energy for All: A Global Action Agenda” and the “Report of the Co-Chairs of the SG’s High-Level Group on SE4ALL” in September of 2012 as well as the “SE4ALL Vision Statement of the Secretary-General” in November 2011.

The creation of the High-Level Advisory Board on SE4ALL, co-chaired by the SG and World Bank President, further brought into focus the structure and mandate of the initiative. From 2009 to January 1, 2016, SE4ALL was an Initiative of the UN Secretary-General and benefited from the convening power of both the UN and World Bank. This has implications for similar initiatives.

It is against this background the current SE4ALL governance structure is being implemented. As noted above, it took 18 months to finally come to agreement among the partners on the final structure. In his October 14, 2015, Annual Report to the General Assembly on the UN Decade for Sustainable Energy for All, the SG put forward his proposal for a new and innovative institutional arrangement for SE4ALL: continuing the High Level Advisory Board co-chaired by himself and the World Bank President and the establishment of a quasi-international NGO to carry forward on the SE4ALL Initiative.

Recommendations:

- Transportation has its own unique and diverse set of stakeholders. The beginning of any conversation on governance as well as the goals of a SM4ALL Initiative rests on comprehensive recommendations from a high level group. It is unrealistic to expect four years of discussion. The SG’s High-Level Advisory Group on Sustainable Transport addressed some of these larger governance and goals issues which can be built upon. This is easily stated but challenging in execution. It will require engagement and consensus among key stakeholders.
- The SE4ALL process over the past five years was successful, in part, because of the UN/World Bank convening power. Who convenes matters must be factored into the discussions.
- While the structure of the new SE4ALL is being put in place, it is wise to look at other similar structures that could be adapted to the unique aspects of the transport community.

- Budget and staffing are important. SE4ALL prepared a three year strategy and business plan (July 1, 2013 – June 30, 2016) to explain to donors its program to implement the initiative.
- There can be no realistic implementation without sufficient budget. Leadership is also important. SE4ALL has benefited from charismatic and well regarded leadership.

SDG Implementation and Monitoring

While energy is cross-cutting, SE4ALL was able to have a separate SDG-7 adopt its three goals. This provides it with significant leverage. The Global Tracking Framework metrics have been recognized by the UN Statistical Commission as Tier 1 acceptable for monitoring SDG implementation.

Transport is more diffuse within the SDGs. Transport related targets are included in eight out of the seventeen proposed SDGs. Direct targets are in SDG 3, 7, 9, 11, 12 and indirect targets are in SDG: 2, 3, 6, 11, 12, 13. This multiplies the number of stakeholders. It complicates the development of a “Global Tracking Framework” for transport that may be advanced with stakeholders and the UN Statistical Commission.

SE4ALL early on recognized the importance of tracking progress toward achieving its goals. The World Bank had already begun to look at this issue before SE4ALL was formally established and was able, using the SE4ALL umbrella and with the International Energy Agency, through significant consultations with 24 stakeholders achieve agreement on how to measure and more importantly agree upon, for the most part, a common set of definitions.

Recommendations:

- Set in motion a process to develop a tracking and monitoring framework for implementation of the transportation related SDGs in parallel to the discussions on a governance structure.
- The role of the UN in SDG implementation and monitoring does not preclude a multi-stakeholder approach nor an inter-agency approach. SE4ALL provides some guidance. This will include how UN Energy and similar inter-agency coordinating bodies are employed. Again, who has convening responsibility matters.
- Determine how the stakeholders will work in SDG implementation across several sectors.

Communications and Advocacy

SE4ALL was able to develop its brand and create a “movement” through communications and advocacy at the international, national and local levels. Transportation will have to do the same. Note this process is separate and distinct from establishing a Global Tracking Framework. One is a governance issue the other a technical one. The SE4ALL GTF developed parallel to the discussions of SE4ALL governance.

This will require a well-developed plan to engage stakeholders at all levels with specific and targeted “asks.” The Role of the UN and its member states is critical with respect to: SDG implementation; UNGA Resolutions in Support of Transport (e.g. Year of Sustainable Transport, Decade of Sustainable Mobility for All). There is a process with specific dates for agenda related items in the General Assembly.

Recommendations:

- Determine how SM4All will be communicated and by whom? A partnership among communications professionals of the stakeholders?
- Determine whether there is interest in An International Year of SM4ALL to be followed by a possible Decade of SM4All. Prepare strategy for a resolution to be considered during the next General Assembly.
- Identify who will lead this effort both staffing and among UN Member States

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ANNEX 2: INTERVIEWS

DFID

MINISTRY OF FOREIGN AFFAIRS, NORWAY

UNITED NATIONS FOUNDATION

THE WORLD BANK

UNIDO (former officials responsible for SE4ALL)