

INTERNATIONAL RENEWABLE ENERGY AGENCY

Fourth meeting of the Council

Abu Dhabi, 12 – 13 November 2012

Medium-term Strategy – Work Programme 2013 linkages matrix

This matrix has been prepared in response to Members' request to see the linkages between the proposed Medium-term Strategy and the proposed Work Programme and Budget for 2013. For ease of reference, the objectives of each pillar of the proposed Medium-term Strategy (Global voice for renewable energy and technologies; Renewable energy advisory resource for countries; Network hub of country, regional and global programs) are listed and numbered below.

1. Global voice for renewable energy and technologies

- a. To ensure the development of a basic set of resource maps at global, regional and national levels, which can assist countries to build their detailed resource maps as a basic reliable resource for investors and policy makers;
- b. To develop and promote effective methods and agreed upon standards for resource mapping which foster investment in and deployment of renewable technologies.
- c. To compile, and ensure easy access to, a comparable technology dataset. For each recognised technology, this dataset will include the fact base of current and historical costs for capital investment, technology deployment and maintenance, focused on various environments and regions; reliable power and performance parameters at various resource levels; and realistic success measurements of deployment;
- d. To study (where required), quantify and widely disseminate reliable information and facts on the positive economic and societal impact of renewable energy technology deployment (e.g., job creation, pollution abatement, sustainable natural resource management, health improvements and reduction of societal and environmental externalities);
- e. To develop a strategic communication plan for renewable energy and technology deployment. This could be based on an analysis from similar industries to understand best practice examples. It will include the dissemination of facts and figures which focus on societal, economic and environment benefits and impacts associated with the transition to renewable energy;
- f. To undertake a consultative process with all stakeholders, including the private sector and civil society, to develop the best form of communication and messaging tailored to mobilise and align the major renewable energy entities and stakeholders around the communications strategy.
- g. To develop an annual report on the trends, challenges and prospects for renewable energy deployment.

2. Renewable energy advisory resource for countries

- a. To develop a comprehensive regional support framework for an enabling environment by:
 - Working with selected countries to actively undertake an assessment of their renewables readiness, facilitating their renewable energy deployment process, collaborating to build their business case for renewable energy across the entire renewable energy value chain;
 - Creating high-level roadmaps (steps-required), focusing on the steps required to reduce investment risk in that specific country, but supporting these countries run their process at a distance.
- b. To compile and create, when required, a set of tailored materials, which assist countries that are not part of the assessment programs, to build their in-country business cases for renewable energy deployment. These materials will focus on each

- step of the value chain and the specific steps and actions requiring country consideration, including both best and worst case examples.
- c. To provide targeted advice to governments on renewable energy roadmaps including technology information, research and development, energy infrastructure, target setting and indicators;
 - d. To build the standardised set of contract terms alongside a set of generic, “recommended” templates and easy to use tools which countries and investors can use, with limited modifications, to create projects, contracts, terms and the investment case for renewable energy.
 - e. To develop an authoritative and accessible capacity building and learning resource related to policy, technology, financing and investment for renewable energy for practitioners.
 - f. To assist individual countries when requested with the relevant data and analyses in making technology choices.
 - g. To develop country, sector and technology specific strategies for enhanced market formation, including the supply and demand dimensions.
 - h. To help countries in their renewable energy innovation efforts, including in the development of standards, intellectual property rights, technology transfer and innovation policy formulation

3. Network hub of country, regional and global programs

- a. To profile, benchmark and seek to understand the range of programs and approaches, providing visibility on individual country practices and associated risks, as well as best practices across regional and global programs, thereby accelerating transfer of best practices;
- b. To create knowledge and visibility on the performance of country-level outcomes (e.g. level of renewable energy technology deployment) based on the different country approaches and indicators (e.g. effectiveness, cost-efficiency, transparency and simplicity in implementation);
- c. To develop targeted advice at a country-level, including for the rational allocation of public funding for renewable energy deployment and country-specific market studies;
- d. To develop a comprehensive inventory of best practices in the mobilisation of private and public finance and to provide advisory services on public private partnerships and an information and data resource for private sector investment and public support to renewables;
- e. To develop a unique platform for the renewable energy industry representatives to provide the private sector perspective in IRENA activities and assist in the iteration of the “business case” for renewable energy.
- f. To provide an inclusive platform for all stakeholders including the different country entities, program and approach leaders, and public and private sector actors, on a regular basis, to foster capacity building through exchange of information, targeted learning and knowledge sharing. This will occur both in and across regions.
- g. To develop a network of collaborating centres of excellence across all regions to identify best practice and solutions, and create an “expertise bank” of qualified manpower existing in national and regional institutions;

KPFC

Expected Accomplishments	Activities	Link with MTS	Outputs	Indicators of achievement	Delivery timeframe
Component 1: Global Knowledge on Renewable Energy - Policy makers, private sector and civil society have access to key RE data and information to support decision making and policy design and IRENA is established as the global authoritative voice on RE	Activity 1: Data and Information	1a	Methodology and framework for collecting RE statistics and other relevant RE data	Tools and capacity to collect RE data from countries	Q2
			Creation of internal data management system and web-based platform	Functioning platform accessed by multiple users	Q2
			Preliminary methodology for collecting data on biomass and distributed renewable generation under the SE4ALL	Stakeholder consultation to develop accurate methodology to gather renewable energy data completed	Q4
			Renewable Energy Indicators	Stakeholder consultation and agreement on RE indicators.	Q3
	Activity 2: Global Renewable Energy Atlas	1a/b	Establish IPR regime for the Global Atlas	Signed IPR agreements for the data providers	Q2
			At least eight additional countries and data providers joining the Global Atlas	Statement of Agreement with 8 additional countries and other providers	Q4
			Expanded Global Atlas to include bioenergy, hydropower and geothermal energy	Methodology for including bioenergy, hydropower and geothermal energy data in Global Atlas tested	Q4
	Establishment of a network of existing programmes for funding measurement campaigns	At least one successfully funded measurement campaign in the framework of the Global Atlas Partnership	Q4		
	Activity 3: Institutional Publication: Prospects for Renewable Energy	1g	Launch of the first IRENA institutional publication	Substantial reference to the institutional publication in the international renewable energy policy debate	Q1-2014
	Component 2: An Enabling Environment for Renewable Energy: Policy and Finance - National and local policy makers have access to information critical for policy design and decision making. Better understanding of financial mechanisms, flows, trends and accessibility of funds for RE projects	Activity 4: Policy Assessment	3a/c/d	Report on the impact of energy pricing on RE deployment in North Africa	Contribution of report in debate on energy pricing reflected in regional media and multiple downloads of the report
Report on the critical success factors for RE target setting				Reference to the report in the national and regional renewable energy policy debate	Q4
Working paper on RE policy adaptation to dynamic market conditions				Reference to the working paper in the national and regional renewable energy policy debate	Q4
Activity 5: RE Finance		1d	Mapping and analysis of international public financing and potential financing from commercial lenders and institutional and other investors for RE	Mapping and analysis used by multiple stakeholders from a diversified geographical background; Increased number of visits to IRENA homepage for information on funding for RE	Q4
			Prospects for financing off-grid RE in Africa	Findings used by governments and businesses, reflected by at least 10,000 downloads of the report	Q4
Component 3: Socio-economic and Environmental Impacts of Renewable Energy - IRENA is recognised as an authoritative source of information for socio-economic and environmental impacts of RE deployment		Activity 6: Socio-economic value of Renewable Energy	1d/e; 2b	Report on RE and employment – analysis, trends and markets and conference on RE and employment generation	Substantial reference to the report in the international renewable energy policy debate
	Policy recommendations on the value creation of solar and wind deployment			Clear recommendations to governments and use of the findings in national policy making in several countries (three country case studies)	Q4
	Report on RE and the water, energy and food nexus			Reference to the report in the sustainable development policy debate	Q4
	Activity 7: Environmental impact of RE	1d/e	Working paper on managing the environmental impact of off-grid RE applications	Recommendations for implementation of best practices in at least five countries	Q4
			Development and dissemination of factual material on Debunking the Myths around RE Technologies	Increased awareness among decision makers about popular misunderstandings around RE technologies	Q4
Component 4: Leveraging Knowledge from Industry and other Stakeholders - Structured and meaningful engagement of the private sector and civil society with IRENA	Activity 8: Business Advisory Council	3e/f	Establishment of the IRENA Business Advisory Council with clear terms of reference and work programme aligned with the work of IRENA	At least two concrete joint activities with the private sector and private sector interaction with the IRENA Assembly	Q1
	Activity 9: Civil society	3f	Framework for engagement with civil society	Definition of selection criteria for partner organisations and terms of reference for engagement with civil society	Q2
			Consultation on social acceptance of RE with civil society	First consultation on social acceptance of RE with civil society held	Q4

IITC

Expected Accomplishments	Activities	Link with MTS	Outputs	Indicators of achievement	Delivery timeframe
Component 1: Technology Integration Planning - Stakeholders have access to authoritative, current and objective information and analysis on renewable energy technologies and integration strategies to support decision making and policy design and IRENA is established as the global authoritative voice on RE	Activity 1: Global RE Roadmap 2030	2a/c	Finalized RE Roadmap 2030 (REMAP2030)	REMAP2030 recognised as an authoritative tool for RE planning	Q2
	Activity 2: Development of technology roadmaps	2c	Pacific RE roadmap	Roadmap used for the development of RE action plans in the Pacific	Q3
			National technology roadmaps, upon request	Governments use IRENA-developed national roadmap for RE action plans	Q4
			Technology roadmap on storage	Roadmap referenced as an authoritative source of information on storage solutions	Q4
			Technology roadmap on grid improvements	Roadmap referenced as an authoritative source of information on grid solutions	Q4
	Activity 3 : Assessment of technology solutions	1c; 2f	"Renewables perspectives" overview for six forms of RE	10,000 visits to IRENA homepage to access "Renewables perspectives"	Q3
			A set of technology briefs, including on algae production, biomass waste to energy, etc.	20,000 visits to IRENA homepage to access technology briefs	Q4
			Dynamic modeling and grid stability studies in the Caribbean and Pacific islands	Five assessments of grid stability undertaken	Q4
	Activity 4: Scenarios and strategies	2c	Global RE scenarios workshop	Development of scenarios knowledge and contribution to REMAP2030	Q4
			Dialogue on scenarios and strategies for LAC	Government/stakeholder participation and consensus on scenarios and strategies	Q4
Completion of North and Central Africa scenario analysis			Rollout of the power pool models for North and Central Africa	Q4	
Component 2: Costs, Technologies, and Markets - Provide decision makers increased understanding of technologies, costs and cost reduction potentials	Activity 5: Cost and performance of RE technologies	1a/b; 2f; 3f	Reports on the cost of RE for stationary application	Authoritative findings widely disseminated, reflected by at least 5,000 downloads per month of the costing studies	Q4
			Report on IRENA's costing analysis methodology	cross-reference of IRENA methodology	Q2
			Creation on IRENA RE Costing Alliance	Alliance consists of at least 20 members	Q4
			Database of residual biomass supply curve	Framework for the assessment of residual biomass developed	Q4
	Activity 6: facilitation of markets	2d	Guidelines on RE project development and development of the Project Navigator	Guidelines and the Navigator finalized	Q3
			Piloting of guidelines and the Navigator	At least 5 pilots of guidelines and/or navigator executed	Q4
Component 3: Promote Efficient and Effective Renewable Energy Innovation Strategies - Increased understanding of the innovation opportunities and strategies	Activity 7: Expand RE standardization	2c/h	Three expert meetings on technical guidelines for grid connected PV systems in the Pacific Islands	Action plan for the development of harmonized standards in selected islands	Q4
			Development of a standards information platform	Launch of platform with consolidated information on RE standards	Q4
			A study on testing and certification for one type of equipment	Gaps and barriers for the use of tests and certification identified for one type of equipment	Q4
	Activity 8: RD&D and Innovation strategies	1c; 2c/f/h	Overview of RE RD&D in the LAC	Stakeholders in the LAC region engaged in the assessment of RD&D	Q4
			A report on biomass waste to energy potential and deployment strategy	Assessment results available to policy makers, reflected by 5,00 downloads of the report from the IRENA website	Q4
			Assessment of agro-industrial waste potential in tree LAC countries	Assessment results available to policy-makers and other stakeholders	Q4
			Refined patent information platform	General release of the patent information platform leading to increased use	Q3
			Report on ocean energy technology information	Authoritative findings widely disseminated, reflected by 5,000 downloads of the report	Q4

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Expected Accomplishments	Activities	Link with MTS	Outputs	Indicators of Achievement	Delivery timeframe
Component 1: Country Support - Providing countries with increased capacity to identify gaps and frame actions to accelerate the deployment of renewables and provide access to specific advisory services	Activity 1: Renewable Readiness Assessment	2a	RRAs in up to eight new Member States , upon request	Requested RRAs completed and start of follow-up in each country initiated	Q4
			A web-based tool for the RRA methodology and access to best practices	Cooperation with regional entities to mainstream RRA activity	Q3
	Activity 2: National Strategies	2c/e	Advisory services on capacity needs assessment, resource assessment, local content development, finance and technology road maps	Start of at least 5 advisory services in different countries	Q4
			Provision of advisory services upon request		Q4
Component 2: Partnerships, Regional and Technical Cooperation - IRENA becomes the network hub for partnerships and technical cooperation with regional national entities	Activity 3: Regional Collaboration	1c; 3a/b/c	Status report and medium-term strategy for development of geothermal energy in Andean region in LAC	Andean countries start concrete geothermal project preparations	Q3
			Feasibility studies for two projects for co-generation with agro-industrial waste in Central America and the Caribbean and follow-up work with regard to replication and capacity building	Project implementation underway with lessons learnt for replication in additional countries	Q3
			Workshop on geothermal in East Africa	Participation of at least 10 countries in the workshop and identification of key actions for policy, finance and capacity building	Q3
			Report on integration of renewable energy with the electricity market integration in East Asia, in collaboration with ERIA	Clear recommendations to ASEAN member states to inform country's decision making.	Q4
			South-East European regional conference	Development of regional framework on collaboration on RE	Q4
	Activity 4: Partnerships and Technical Cooperation	3f/g	Formalization of the Global Renewable Energy Islands Network (GREIN) and the work plan for the year	Consensus on structure of network and at least 80% of SIDS sign up to GREIN	Q2
			Establishment of the IRENA Centers of Excellence Network	Establish institutional collaboration with at least 10 Centres of Excellence worldwide in the first year	Q4
			Establishment of the geothermal expert network	Network of key Geothermal Knowledge Institutions and experts on geothermal energy established	Q4
			Establishment of an RRA practitioners network, linked to regional organizations	Network of national and regional experts established and deployed in at least 3 RRA's	Q4
	Component 3: Capacity Building - Policy makers have access to a coherent framework for assessing capacity building needs and engagement with regional entities and private sector for building capacities at the country and regional level	Activity 5: Capacity Needs Assessment	2a	Capacity needs assessments in up to 3 countries, upon request	Capacity building activity in these countries
Activity 6: Regional Capacity Building Initiatives		2e	Implementation of the ProSPER initiative	Have at least 100 decision makers from the public and private sector attend training sessions	Q3
			Implementation of the capacity building initiative targeting Pacific SIDS	Have at least 50 decision makers from the public and private sector attend training sessions	Q4
Activity 7: The Up-scaling of efforts by collaborating with international organisations and private sector		2e; 3f	Joint capacity building initiatives designed with at least two major private sector players	Joint activities in selected areas with at least two major private sector players launched	Q4
			Development of regional capacity building strategies for the Latin American and Caribbean region as well as ASEAN countries	Agreed strategy document for the LAC and ASEAN regions on capacity building	Q4
Activity 8: Education and training global database		2e; 3f	Report on RE education: status, gaps and outlook	Identification of key gaps, opportunities and recommendations widely disseminated	Q4
			Continuing work on IREL P	Increase the number of IREL P partners to 20 and increase the geographical spread of the users.	Q4