

**INTERNATIONAL RENEWABLE ENERGY AGENCY**

Ninth meeting of the Council

Abu Dhabi, 10 – 11 June 2015

**Preliminary Framework for the  
Work Programme and Budget 2016-2017****I. Introduction**

1. This document sets out the preliminary programmatic framework for 2016-2017, pursuant to the Assembly decision on the IRENA Programmatic and Budgetary Cycle of 14 January 2013 (A/3/DC/12). This decision requests the Director-General to “consult with Members to elicit their views on the IRENA work programming to be taken into consideration in the development of the biennium work programme and budget, within the overall Medium-term Strategy”.

2. The Work Programme and Budget Framework (WPBF) 2016–2017 has been formulated through an iterative consultative process with Members. Early discussions on the programmatic priorities commenced in the course of 2014 in the Committee and Council meetings of June and November, within the context of the Assembly-legislated work on options for future financing of the Agency. The Council Chair also led a discussion on emerging strategic priorities in a half-day event titled, “The Global Energy Transformation: The Increasing Relevance of Renewable Energy and the Evolving Role of IRENA”. The Assembly, at its fifth session in January 2015, considered the outcome of the Council deliberations and provided further input on the subject. In February 2015, the Director-General invited Members to provide further input to the upcoming work programme and, in response, 16 Members provided concrete and welcome contribution.

3. The objective of this process was to engage Members from the outset in shaping the programmatic priorities for the upcoming biennium. This input, coupled with the Agency’s increasing experience in implementing programmatic work and growing understanding of priority issues at the country, regional and global level, provided a solid basis for the development of the WPBF.

4. The WPBF 2016–2017 provides the strategic and operational priorities of the Agency, within the framework of the Medium-term Strategy 2013-2017 (MTS). To this end, and as requested by Members, the programmatic components have been refined and consolidated to provide a greater programmatic focus to those areas where the Agency can add most value considering its comparative strengths, and the work of other entities active in the sector.

5. The WPBF also provides a context for IRENA’s biennial budget. In the course of discussions on options for future financing of the Agency, it was re-emphasised that Members’ ambition cannot be met through the core resources only. As a result, the Assembly requested that the next work programme be accompanied by an outline of the resource mobilization strategy. The WPBF incorporates diverse funding streams and provides an overall indication of how programmatic components could be resourced, to enable the Council to advise whether the approach is in line with Members’ views on the

Agency's priorities in 2016-2017. It should be noted however that all programmatic areas are an integral part of a coherent programmatic framework. An indication of the source of funding provides a transparent overview of the areas where additional resources would be necessary, and where the Agency's work could be expanded or augmented should additional resources, financial or otherwise, become available, with those finances from core resources having priority.

6. Based on the feed-back received from Members at the ninth meeting of the Council, this Framework will be elaborated into a draft work programme and budget for 2016-2017 for the tenth meeting of the Council.

### **II. Strategic and Programmatic Priorities 2016-2017**

7. The overall strategic priorities for the upcoming biennium can be outlined along three key areas:

- Sharpening IRENA's programmatic focus
- Responding to changing and emerging priorities
- Strengthening IRENA's effectiveness, capacity and efficiency.

### **III. Sharpening IRENA's programmatic focus**

8. IRENA's programmatic activities are guided by the 2013-2017 Medium-term Strategy (MTS), which calls for the Agency to be "the global voice for renewable energy by serving as a centre of excellence for renewable energy; a renewable energy advisory resource for countries; and network hub of country, regional and global programs". Thus, the programmatic work spans from knowledge and advice products, through convening, to enabling action within six established thematic areas:

- Planning for the global energy transition;
- Gateway to knowledge on renewable energy;
- Enabling investment and growth;
- Renewable energy access for sustainable livelihoods;
- Islands: lighthouses for renewable energy deployment; and
- Regional action agenda.

9. These thematic areas remain relevant as an overall substantive framework of the next work programme. The WPBF however seeks to sharpen and rebalance programmatic components in each of the thematic areas to better address the priorities identified through the consultative process, as well as the experience gained in the implementation of the work programme since 2011. As a result, the number of programmatic components has been reduced from 35 in the current Work Programme to 24 in the WPBF, through phasing out of some, and streamlining of others. During this process, efforts were made to elevate programmatic components from any single project or activity level.

10. The scope of areas where IRENA can contribute has grown exponentially and, coupled with the Agency's near-universal membership, the programmatic priorities for the next biennium have to reflect a balance of diverse needs and requirements, targeting key issues of common interest and allowing for growth, where needed and appropriate. Considering renewable energy trends and drivers, and based on the Members' feedback, there is a number of substantive considerations in the next biennium to which IRENA work programme has to respond:

- The business case for renewable energy is increasingly strong but, as the need to increase its share in the energy mix grows, so does the imperative of further work to strengthen the enabling environment. A strong, unified voice must promote its benefits, find effective solutions to barriers to its widespread deployment, and encourage development of policy frameworks and market design that reflect today's realities.

- Risk mitigation instruments and enabling policy frameworks remain vital elements of deployment at scale, especially as large investors are increasingly under pressure to divest from fossil fuels and looking for clean energy options. New financial instruments and structures have the potential to attract large institutional investors. Further, with climate finance instruments coming on-stream, the opportunity for effectively resourced risk mitigation instruments is even greater, as is the need to ensure targeted allocation of climate resources to renewable energy.
- As the share of renewable energy increases, power sector transformation is becoming increasingly important in terms of design, planning and development of systems aligned to country needs. A future energy mix requires accelerated deployment of all renewable energy technologies: from mature geothermal and hydro, through increasingly competitive solar and wind, to promising advancements in marine, next generation biofuels and off-shore wind technologies.
- Cutting edge knowledge on innovation processes and on existing and emerging technologies, including on grids and storage, is required to enable informed policy making. It also requires dialogue and cooperative arrangements that bring together all involved, from policy makers, through investors, utilities and transmission system operators, to producers and consumers.
- Great strides have been made in the electricity sector, but the share of renewable energy in the end-use sectors is still marginal. End-use sectors, including transport, heating/cooling and industry, account for 80 percent of energy demand and some 60 percent of the global greenhouse gas emissions, thus advancing renewable energy solutions in these sectors is pivotal. In this context, bioenergy plays an important role and its potentials need to be fully explored.
- Rural electrification and access to modern energy services are key to stimulating economic growth and alleviating poverty. There is an opportunity to design new systems in developing countries based on the modular and decentralized nature of renewable energy. Understanding the technology, policy and regulatory requirements, coupled with the provision of targeted advice to countries will be key to unlocking this potential and to attracting investment on the basis of a sound policy framework and business case.

11. The nature and pace of transformation will differ between countries and regions. To make the next step-change, sharing of experiences and best practices, as well as forming of cooperative alliances will have to occur at all levels, between all countries and regions, and among a wide range of stakeholders. Buttressed by a sound and objective knowledge base and enabled by international cooperation, tailored advice, delivered in a timely fashion will accelerate deployment of renewable energy locally, regionally and globally.

12. Furthermore, IRENA has a wide range of partners that have been critical for the effective delivery of programmatic activities. Consideration will continue to be given to further leveraging of partnerships to contribute to the achievement of IRENA's objectives through engagement in a joint action. Such partnerships could include national and local governments in Member countries, international, regional and national organisations active in the sector, NGOs, private companies, independent foundations, and academic and research institutions. This should however be accompanied with clarity in the concepts, benefits and limits of such partnerships and the assessment of resources required to realise their full potential.

#### **IV. Responding to changing and emerging priorities**

13. One of the key traits that has defined IRENA to date has been its ability to adapt and respond, in a timely manner, to changing priorities and global, regional and national agendas. The renewable energy sector remains dynamic and, while there will always be a level of unpredictability, there are certain key upcoming global activities with the potential to strengthen our work in the next biennium. These include:

- COP21 outcome. The climate action and its focus on renewable energy have been addressed in the current work programme and Members have clearly indicated their expectations that IRENA should continue to contribute to that agenda. Much of this work is inherently embedded in IRENA's mandate to accelerate deployment of renewables, but there may be specific activities, initiatives and resources resulting from the Paris agreement that will require dedicated programmatic work.
- Post 2015/Sustainable Development Goals (SDG). It is evident that the SDGs will include an energy goal, broadly structured around the SE4ALL objectives, calling for universal access to modern energy services, substantial increase in the share of renewable energy and doubling the global rate of improvement in energy efficiency. Considering that this goal touches upon the essence of IRENA's mandate, it is likely that IRENA will be engaged in its realization at the global level, as well as in supporting countries in this respect.
- Related to this is IRENA's role in the SE4ALL initiative. IRENA is the hub for renewable energy and the Director-General is a member of the Advisory Board and Co-chair of its Renewable Energy Committee. IRENA is also actively involved in the work within specific areas such as access, finance, Global Tracking Report and a number of High Impact Opportunities. The Initiative is at present undergoing institutional reform that will have an impact on its structure and implementation. Based on the outcome of this process, IRENA will have to shape the nature of its involvement and identify those programmatic areas that can best contribute to the advancement of the Initiative.
- Habitat III, UN Conference on Housing and Sustainable Urban Development that takes place every 20 years is scheduled for October 2016 with the main focus on creating a pattern of sustainable urban development fostering a new city model. It is important that IRENA promotes the deployment of renewable energy in the urban setting in preparation for the Conference to ensure it is properly reflected in the outcome. Similarly, considering that many IRENA Members have sustainable cities as their national properties, there may be some aspects of the outcome that require specific contribution from the Agency, which need to be further developed in cooperation with Members.

14. While some of these agendas will be shaped in the coming months and could be incorporated in the next work programme, the Agency needs to retain a level of flexibility for those that will emerge in the course of the biennium. For instance, this year, IRENA has been called upon to provide substantive input to G7, G20, and Clean Energy Ministerial meetings and agendas. As the prominence of renewable energy increases, it is likely that the Agency's role in these important fora may continue to grow and offer an additional avenue for the promotion and accelerated deployment of renewables, but also have an impact on resources.

#### **V. Strengthening IRENA's effectiveness, capacity and efficiency**

15. There is a strong link between achieving IRENA's strategic objectives and its effectiveness, internal capacity, and institutional efficiency. In this respect, a number of essential underpinnings of programmatic delivery exist that help amplify the Agency's impact and rationalize resources.

##### **a. Strengthening IRENA's effectiveness.**

16. IRENA's effectiveness will be improved through focused communication and outreach, systematic engagements with Members and realignment of its strategic vision.

17. Communication and Outreach. Building on the progress made, IRENA will step up proactive engagement with Members and other stakeholders to advance communication and outreach as critical means for increasing the effectiveness of programmatic activities. Communication and outreach measures will focus on:

- *Exercising strategic leadership* to define and disseminate key messages and knowledge products to influence global, regional and national debate on energy transformation and sustainable development.
- *Member cooperation* to strengthen information sharing and amplify outreach through country networks.
- *Strategic knowledge dissemination* to increase the impact and effectiveness of our work.
- *Multilingualism* as a tool to disseminate knowledge and enable participation in the programmatic activities.
- *Relationships building* with global media, parliamentarians, academics, and others who can help disseminate IRENA's knowledge and message.

18. Intensified Cooperation with Members. There is a vast potential for increased Member participation, ownership and engagement in IRENA's programmatic activities, and in enhancing visibility of the Agency and its products. The areas that will be further explored include:

- *Enhancing Modalities for Engagement*. As the membership grows, so do the demands on the Agency. These demands are resource intensive, even with greater selectivity and focus in programmatic priorities. Therefore, tapping into Members' expert knowledge for substantive contribution to the programme needs to be explored, to both benefit from the existing knowledge and experience that Members are willing to share, and how such knowledge/support can best be integrated in programme delivery.
- *Partnering in project implementation*. To date, IRENA has partnered with a number of its Members to implement specific projects or advance selected activities. This successful model should be expanded to increase the number of joint projects, while respecting the approved balance of programmatic priorities.
- *Secondment of staff*. The mix of IRENA staff and seconded personnel will be considered from the perspective of knowledge cross-pollination and cost-effectiveness, while maintaining the highest standards of support to countries.

19. Medium-term Strategy 2.0. A comprehensive review of the current MTS will be undertaken in cooperation with Members in the course of the next biennium, to better align this framework with new and emerging priorities, update content and eliminate redundancies and overlap. This process will help examine the programmatic work and direction, and allow for a continuous dialogue that has already commenced on the vision for IRENA in view of changing circumstances.

#### **b. Strengthening IRENA's capacity and efficiency.**

20. To effectively deliver its programme, IRENA needs to remain dynamic, agile, innovative, and results focused.

21. Diversification of funding base. The next programmatic cycle will require concerted efforts and innovation to mobilise additional resources to what is available through assessments and non-assessed core contributions from IRENA's host countries, UAE and Germany. Resource mobilisation therefore needs to be a function that enables implementation of the strategic, policy and operational priorities in a coherent, transparent, predictable and sustainable manner.

22. Workforce planning and management. IRENA is a knowledge organisation, thus it is of critical importance to have a workforce strategy that ensures the right balance between staff retention and attracting new talent. As the Agency matures, workforce planning becomes more important as natural attrition is likely to occur considering limited career opportunities in IRENA. Thus, development of a comprehensive workforce strategy that includes a framework for staff development and retention, succession planning and future staff resourcing will be institutionalised in the next cycle.

23. Project management, coordination and evaluation. The emphasis in the coming years will be to further strengthen programme coordination and delivery through effective project planning, design, and implementation, to both increase the focus on evaluation of impact and to facilitate efficiencies in programme implementation.

24. Efficiency measures. While it is evident that some additional resources are needed to strengthen a number of the Agency's core functions, IRENA will pursue efficiency measures through business process improvements, staffing optimisation to increase productivity (delineation of responsibilities and staff placement), and implementation of technology solutions, including ERP, to benefit from information technology efficiencies.

### **VI. Budgetary requirements**

25. The approved biennial budget 2014-2015 comprises USD 40 million in Members' assessed contributions, USD 14.8 in non-assessed core contribution from the UAE and USD 9.2 million in non-assessed core contributions from Germany. At the onset of 2014, IRENA had 124 Members. In the course of the biennium, IRENA membership increased by 16 to 140 Members. The next biennial budget will have to take into account the following:

- Assessed contributions resulting from new Members (projected at USD 1.6 million)
- Inflation estimated at 2.5% (approximately USD 1 million)
- Full staffing cost (additional USD 1.2 million for posts approved for 2014/2015 costed at 18 months)

26. As stressed in previous discussions on financing of the Agency, limited additional resources would be required to strengthen selected core functions. Furthermore, the UAE BID contribution of USD 5.8 million per annum for research and operations ends in 2015. This may necessitate further adjustments to the programming and resourcing strategy for the next biennium.

27. While the details of the programmatic work will be developed based on the feedback received from the Council, below is a brief outline of the main features of thematic areas, and an indication of possible sources of funding of programmatic components and activities. Each thematic area includes a brief descriptions of its focus, and a table with programmatic components, their focus areas, relationship with the MTS, and key activities. These activities are aligned with possible resource base. "Core assessed" activities reflect those that would be resourced within the provision of core budget. "Core non-assessed" reflect those that are an integral part of the Agency's core functions and should have predictable long-term funding. This has been provided to date by Germany and the UAE. If not resourced, these activities would have to be moved to "other sources" for which resources would have to be mobilized in the course of biennium.

### **VII. Thematic areas and programmatic components**

#### **a. Planning for the global energy transition**

*Objective: Mainstreaming renewable energy options and strategies in energy plans*

28. Transformation of the energy system has risen to the forefront of the global agenda. The programmatic components in this thematic areas are focused on mainstreaming renewable energy strategies and technology options into the global mix to enable this transformation. To date, IRENA has prioritized the power sector, and the focus will be increasingly on system design for renewable energy integration and the resulting implications for market. The aim of these activities is to assist policy makers, energy planners and utilities to manage the integration of, and transition towards renewables power generation. The analytical and advisory work will be expanded to include end-use sectors to strengthen knowledge and provide technology and policy advice on renewable energy options

in transport, heat, and industry, and in specific settings such as cities. In this context, bioenergy will be of great significance.

29. REmap will frame the global transformation into a comprehensive technology and policy roadmap, buttressed with the extensive socio-economic analysis, and the latest technology information. This will include technology status and outlook, with an in depth analysis of, and advice on emerging technology options such as marine and offshore wind. Further, REthinking Energy will continue provide policy-relevant forward looking information to provide the latest and objective information on, and promote the case of renewable energy.

30. Countries and regions will be supported upon request, and subject to availability of resources, including through REmap country reports, provision of planning tools and targeted capacity building activities. Planning for the global energy transition will be led by IITC, supported by KPFC and CSP.

Proposed programme component 2016-2017	Focus area	Medium term strategy	Funding		
			Core assessed	Core non assessed	Other sources
REthinking Energy (Institutional Publication)		Knowledge	<ul style="list-style-type: none"> <li>• 2016 edition</li> </ul>		<ul style="list-style-type: none"> <li>• 2017 edition</li> </ul>
Transforming Energy System	Transition End-use sectors	Knowledge	Socio-economic impact <ul style="list-style-type: none"> <li>• Policy analysis</li> </ul>	<ul style="list-style-type: none"> <li>• REmap 3.0</li> <li>• Bioenergy deployment</li> <li>• Energy security</li> </ul>	<ul style="list-style-type: none"> <li>• Country reports</li> <li>• Policy advice</li> <li>• Sector specific roadmaps</li> </ul>
Power system design for RE integration	Grid/Storage Planning Capacity building	Advisory		<ul style="list-style-type: none"> <li>• Analysis</li> <li>• Tools and methodologies</li> <li>• Best practice and dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Apply methodologies / tools</li> <li>• Support to countries and regions</li> </ul>
Technology status & outlook	Transformation Innovation	Knowledge		<ul style="list-style-type: none"> <li>• Technology briefs</li> <li>• Future RE technologies, potential deployment and markets</li> </ul>	<ul style="list-style-type: none"> <li>• Country level advisory services</li> <li>• Interactive RE Technology platform</li> </ul>
REpowering Cities	Heating/cooling Transport Waste-to-energy	Advisory	<ul style="list-style-type: none"> <li>• Innovative approaches and business models for RE deployment</li> </ul>		<ul style="list-style-type: none"> <li>• Develop additional innovative approaches and business models for RE deployment</li> </ul>

## b. Gateway to knowledge on renewable energy

*Objective: Renewable energy knowledge accessible to all*

31. This thematic area has been streamlined to further the Agency's efforts to become the centre of excellence for renewable energy information with an integrated approach to data and information management. To provide a solid empirical foundation for analytical work and policy making, IRENA's statistics work will focus on the collection, harmonisation and validation of energy balance data. IRENA's search engine, REsource, will include comprehensive information and data generated across the Agency, allowing multi-lingual access, as well as the institutionalising of collaborative arrangements with third party data providers. One of the core activities will be the maintenance and completion of the Global Atlas, coupled with efforts to strengthen stakeholders' capacity to use this tool for policy making and project development.

32. Dissemination of renewable energy knowledge is central to advancing IRENA's mission. To this end, multi-stakeholder partnerships formed through the Coalition for Action and IRELP will be used to engage a range of stakeholders including the private sector, NGOs, academia, and others. The work in this thematic area will be led by KPFC, supported by IITC and CSP.

Proposed programme component 2016-2017	Focus area	Medium term strategy	Funding		
			Core assessed	Core non assessed	Other sources
Knowledge hub	Best practice Capacity building	Knowledge	<ul style="list-style-type: none"> <li>REsource</li> <li>Global Atlas</li> <li>Regional support for standards and quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>Expand the Global Atlas</li> <li>Expand REsource</li> <li>Standards and quality assurance analysis</li> </ul>	<ul style="list-style-type: none"> <li>Host data from third parties</li> <li>Technical quality infrastructure assessments</li> </ul>
RE statistics	Statistics	Knowledge	<ul style="list-style-type: none"> <li>Data collection and validation</li> </ul>	Strengthen RE data collection capacity	<ul style="list-style-type: none"> <li>Collect additional information</li> <li>Country and regional level advisory services</li> </ul>
Multi-stakeholder partnerships	Outreach Capacity building	Network	<ul style="list-style-type: none"> <li>Coalition for Action</li> <li>IRENA Renewable Energy Learning Partnership (IRELP)</li> </ul>		<ul style="list-style-type: none"> <li>Targeted activities of the Coalition for Action, focused on private sector stakeholder engagement</li> <li>Outreach and expansion of IRELP</li> <li>Partner with academic institutes</li> <li>Youth outreach</li> </ul>

**c. Enabling investment and growth**

*Objective: Improving policy frameworks and enabling market conditions for accelerated deployment of renewable energy*

33. The thematic area on enabling investment and growth will continue to focus on analysing trends and developments in policies, markets, finance and investments and assessing alternative options for renewable energy deployment. This will include state-of-the art analysis on a broad range of cross-cutting issues related to policy design and implementation, and socio-economic benefits from renewable energy deployment, employment, regional markets and investment trends, and finance. Market analysis will examine how countries create an enabling environment for renewable energy deployment through their policies and institutions. To influence ongoing debate about the competitiveness of renewable energy and encourage greater ambition for deployment, renewable energy costs will target key areas including power, transport and stationary applications, with an added shift to emphasis and leverage existing data to provide timely and targeted analysis to strengthen the business case of renewables.

34. In addition, IRENA will undertake a broader range of advice and country support activities. An important part of this work will be the design of platforms to facilitate projects, with the focus on those that advance IRENA's regional work, as well as tools and methodologies, such as the Project Navigator.

35. This thematic area will be led by KPFC, with support from IITC and CSP.

Proposed programme component 2016-2017	Focus area	Medium term strategy	Funding		
			Core assessed	Core not assessed	Other sources
Global and regional policy assessment	Market design Investment	Knowledge	<ul style="list-style-type: none"> <li>Country-specific policy</li> <li>IEA/IRENA Policies and Measures database</li> </ul>		
RE finance	Finance/ climate finance Risk mitigation Investment	Knowledge	<ul style="list-style-type: none"> <li>Analysis of financing flows and structures</li> <li>Investment statistics</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of financial structures and de-risking for RE projects</li> </ul>	<ul style="list-style-type: none"> <li>Progress analysis and forecast</li> <li>Analysis of public financing strategies for investment</li> </ul>
Renewable energy costs	Power sector End-use sectors Private sector	Knowledge		<ul style="list-style-type: none"> <li>Sustained data collection</li> <li>Cost analysis (Power generation, Transport, Stationary applications)</li> </ul>	<ul style="list-style-type: none"> <li>Regional market cost reduction potentials</li> <li>Tariffs</li> </ul>
Renewable energy benefits	Socio-economics Sustainability	Knowledge	<ul style="list-style-type: none"> <li>Jobs</li> <li>Quantitative and qualitative assessments of key socio-economic parameters</li> </ul>	<ul style="list-style-type: none"> <li>Nexus</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Impact</li> </ul>
Project facilitation	Investment Best practice	Knowledge	<ul style="list-style-type: none"> <li>Project platforms and methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Project Navigator</li> <li>IRENA/ADFD Project Facility</li> </ul>	<ul style="list-style-type: none"> <li>Other funding facilities/partnership</li> <li>Additional Navigator features</li> <li>Prospector tool for the Atlas</li> </ul>

#### d. Renewable energy access for sustainable livelihoods

*Objective: Improved livelihoods through access to renewable energy*

36. With a focus on decentralised renewable energy solutions, IRENA will build on its activities related to the IOREC platform and expand the knowledge base on supportive policy and regulatory frameworks as well as successful business models that can enable access to large-scale financing. The work on off-grid and mini-grid will include analysis at a global level, as well as options for decentralised solutions at the regional level. The zoning work undertaken in the Clean Energy Corridors will be further detailed to identify potential zones for off-grid/mini-grid project development. Furthermore, IRENA will partner with countries and institutions to promote innovative application of decentralized solutions for economic activity and social advancement.

37. This work will be led by KPFC, with support from CSP.

Proposed programme component 2016-2017	Focus area	Medium term strategy	Funding		
			Core assessed	Core not assessed	Other sources
Decentralized solutions for access	Off/mini grid Best practice	Advisory	<ul style="list-style-type: none"> <li>● IOREC Platform</li> <li>● Policy assessments</li> <li>● Business models for small scale finance</li> </ul>	<ul style="list-style-type: none"> <li>● Technology solutions</li> </ul>	<ul style="list-style-type: none"> <li>● Off-Grid Renewable Energy Policies Repository</li> </ul>
Applied decentralized solutions	Off/mini grid Innovation	Advisory	<ul style="list-style-type: none"> <li>● Capacity building</li> </ul>		<ul style="list-style-type: none"> <li>● Customize resource data collected in zoning</li> <li>● Country level replication of off/mini grid applications</li> <li>● Expand the corridor work to off-grid</li> </ul>

### e. Islands: lighthouses for renewable energy deployment

*Objective: Island energy systems transformed through renewable energy*

38. With the launch of the SIDS Lighthouses initiative at the Climate Summit, IRENA has consolidated its work on islands to accelerate the uptake of clean and cost-effective renewable energy technologies on islands. Technical assistance and advice will be channeled through Renewable Readiness Assessments (RRA), technology roadmaps, targeted capacity building and advisory support on grid integration, resource assessment and application of renewable energy technologies in key sectors. Continuous efforts will be made to expand existing partnerships to accelerate progress toward the objectives of the initiative.

39. The foundation of the work will be the pooling and sharing of knowledge through the GREIN. With its broad membership that includes SIDS and other islands, GREIN will seek to facilitate dialogue and provide targeted information on a wide range of issues of interest to islands. Recognizing their particular circumstances, IRENA will provide customised tools to facilitate projects on islands.

40. The programmatic work on islands will be led by CSP, with support from IITC and KPFC.

Proposed programme component 2016-2017	Focus area	Medium term strategy	Funding		
			Core assessed	Core not assessed	Other sources
SIDS Lighthouses	SIDS Transformation	Advisory	<ul style="list-style-type: none"> <li>• Operation of the Lighthouses initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Tailored methodologies and advice</li> </ul>	<ul style="list-style-type: none"> <li>• Country level advisory services</li> <li>• Roadmaps, RRA's and quickscans</li> <li>• Capacity building</li> </ul>
GREIN	Best practice Islands	Network	Maintenance of GREIN		<ul style="list-style-type: none"> <li>• Global knowledge and best practice platform</li> </ul>
Enabling projects in islands	Investment Climate finance	Advisory			<ul style="list-style-type: none"> <li>• SIDS focused Project Navigator</li> <li>• Transaction advisory services</li> </ul>

**f. Regional Action agenda**

*Objective: Regional integration with increased shares of renewables to meet energy needs*

41. IRENA will continue its efforts to facilitate regional deployment of renewable energy. Regional efforts on Clean Energy Corridors in Africa and Central America will be furthered in accordance with priorities identified in the respective action agenda. Potentials for regional market integration will be explored in other regions including ASEAN, MENA and South-East Europe. This work will be strengthened with IRENA's support to countries through RRAs as well as through the provision of advice on post-RRA action, and a range of advisory services on policy, regulation, finance, and technology. Considering its unique nature and building on the progress made in the development of the Global Geothermal Alliance, IRENA will consolidate its activities related to this technology to support increased harnessing of this potential. An important part of IRENA's work at the regional and country level will be continuous assessment of capacity needs, formulation of strategic partnerships to advance capacity building efforts, and identification of capacity building models and approaches that should be replicated and upscaled.

42. The regional work will be led by CSP, with support from IITC and KPFC.

Proposed programme component 2016-2017	Focus area	Medium term strategy	Funding		
			Core assessed	Core not assessed	Other sources
Africa Clean Energy Corridor	Transformation Market integration	Network	<ul style="list-style-type: none"> <li>● Resource assessments</li> <li>● ● Dialogue</li> <li>● Enabling environment</li> </ul>	<ul style="list-style-type: none"> <li>● Planning</li> <li>● Technology assessment</li> </ul>	<ul style="list-style-type: none"> <li>● Capacity building</li> <li>● Project facilitation</li> </ul>
Central America Clean Energy Corridor	Transformation Market integration	Network	<ul style="list-style-type: none"> <li>● Dialogue</li> <li>● Enabling environment</li> </ul>	<ul style="list-style-type: none"> <li>● Planning</li> <li>● Technology assessment</li> </ul>	<ul style="list-style-type: none"> <li>● Capacity building</li> <li>● Resource assessments</li> <li>● Project facilitation</li> </ul>
Emerging Clean Energy Corridors	Transformation Market integration	Network	<ul style="list-style-type: none"> <li>● Resource assessments</li> <li>● Dialogue</li> <li>● Enabling environment</li> </ul>	<ul style="list-style-type: none"> <li>● Planning</li> <li>● Technology assessment</li> </ul>	<ul style="list-style-type: none"> <li>● Capacity building</li> <li>● Project facilitation</li> </ul>
Global Geothermal Alliance	Potentials Market integration Enabling frameworks	Network	<ul style="list-style-type: none"> <li>● Operation of GGA</li> </ul>	<ul style="list-style-type: none"> <li>● Cooperation platform</li> </ul>	<ul style="list-style-type: none"> <li>● Regional &amp; country level advisory services</li> <li>● Capacity building</li> </ul>
Country Support and Advisory services	Enabling frameworks Policy Best practice	Advisory	<ul style="list-style-type: none"> <li>● RRA methodology and application</li> <li>● Post-RRA and other technical support</li> </ul>		<ul style="list-style-type: none"> <li>● Additional RRAs upon request</li> <li>● Country level advisory services on policy, regulation, finance, technology etc.</li> </ul>
Capacity building	Policy & regulatory frameworks Development of effective business models Financing & entrepreneurship Technical skills to plan, design, install and operate Education & vocational training tools	Network	<ul style="list-style-type: none"> <li>● Capacity needs assessments</li> <li>● Strategic partnerships at national or regional levels</li> <li>● Replicate and upscale successful capacity building approaches in additional regions sharing similar needs</li> </ul>	<ul style="list-style-type: none"> <li>● Capacity building integrated into broader country specific and regional projects/programs</li> </ul>	<ul style="list-style-type: none"> <li>● Additional capacity needs assessments</li> <li>● Additional capacity building integrated into broader country specific and regional projects / programs</li> <li>● Replicate and upscale successful capacity building approaches</li> </ul>