

PREPARATORY COMMISSION FOR THE INTERNATIONAL RENEWABLE ENERGY AGENCY

Decision on the Interim Work Programme 2009/2010

Report
Annex 7

Second session

Monday, 29 June 2009

Sharm El Sheikh International Conference Center (SEICC)

IRENA/PC.2/dc.1

Agenda item 9

Decision PC.2/dc.1 on the Interim Work Programme 2009/2010

The Preparatory Commission for the International Renewable Energy Agency ("Commission"), at its second session,

considering paragraph II, decision PC.1/dc.5 on establishing an Administrative Committee for the Commission, which was assigned to prepare a draft proposal for an interim work programme,

referring to Article II and IV of IRENA's Statute, defining the overall objectives and activities of the Agency and thus, building the basis for this work programme,

emphasising the advantage of elaborating a vision and long-term perspective for the successful and target-oriented work of IRENA,

recalling the magnitude and urgency of IRENA's tasks requiring that the Secretariat begins operating swiftly after the designation of the interim seat of the Secretariat and the Interim Director-General,

aware of the challenges to establish IRENA's Secretariat, including all organisational requirements, while implementing this work programme,

noting that the priority task of building up IRENA's capacities and infrastructure, while simultaneously launching initial activities will play a key role in promoting the Agency's visibility at the international level,

mindful of the consultations with international organisations also active in the field of renewable energy,

recognising that the success of IRENA will be closely linked to a stable and adequate budget,

- I. Approves the interim work programme for IRENA as set out in the Annex. This provides a programme for the second half of 2009 and major elements for 2010.
- II. Decides that the Interim Director-General shall start implementing the tasks for building IRENA and initial activities contained in the interim work programme for 2009 without delay.
- III. Decides that based on the major elements of the interim work programme and considering the topics listed in Chapter 4 of the Annex, the Interim Director-General shall elaborate a detailed work programme for 2010 that will be adopted by the Commission at the third session.
- IV. Decides that following IRENA's startup phase, the Interim Director-General shall develop a long-term perspective for the Agency in accordance with Article II and IV of the Statute. It will then be adopted no later than at the fourth session of the Commission.
- V. Decides that the Interim Director-General shall report at each session to the Commission on the implementation process of the interim work programme.

Interim Work Programme 2009/2010 for the International Renewable Energy Agency

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1. Introduction

In order to cope with an increasing global energy demand and energy security, global warming, poverty alleviation and volatile energy prices, the world needs a massive scale up in renewable energy within a short period of time. The International Renewable Energy Agency (IRENA) will tackle current barriers and thus, speed up the deployment of renewable energy. It will also contribute to overcoming the current economic and financial crises. In line with the Statute, and without prejudice to the development of the Agency's vision and long-term strategy, IRENA will seek in its initial phase:

- to become the global voice for promoting the widespread and sustainable use of renewable energy in all relevant international debates;
- as a centre of excellence to provide practical advice for developed and developing countries in setting the appropriate political and legal framework conditions and provide experience on all related matters;
- to closely cooperate with all relevant international organisations in order to create synergies and act as a facilitator and catalyst for further developing existing projects and experience; and
- to emerge under a global umbrella for innovation, networking and information between governments, market actors, academia, and civil society.

The rapid transition to low-carbon energy systems based on renewable energy requires a global learning process involving developed and developing countries alike. The specific needs of countries shall be given due consideration when defining the priorities.

The magnitude and urgency of IRENA's tasks require that the Agency begins operating swiftly after the designation of the interim seat of the Secretariat and the Interim Director-General and that IRENA quickly becomes an efficient and action-oriented organisation. The challenge will be to establish IRENA's Secretariat including all organisational requirements while starting to implement this work programme.

The initial work programme for 2009 and the projection of 2010 concentrate on building up IRENA's capacities and infrastructure, while simultaneously launching initial activities to promote the Agency's visibility at the international level.

In **2009** IRENA will focus on elaborating appropriate concepts for building IRENA consisting of the following **three tasks**: management of knowledge, internal and external communication and cooperation networks with all relevant actors in the field of renewable energy to prepare the ground for IRENA's future work. In **2010** work on these tasks should be further elaborated and implemented.

Due to the limited time in **2009**, IRENA will start with **initial activities**, identified as priority areas of the activities listed in Article IV of the Statute. These activities seek to overcome current main barriers and thus scale-up the deployment of renewable energy. In addition, the United Nations Climate Change Conference in Copenhagen (COP15) in December 2009 provides major opportunities for IRENA to introduce itself as the relevant global actor for renewable energy. In **2010** these initial activities should be further implemented and if possible be complemented by further fields of action.

The Director-General is to develop a series of performance metrics that will be used to evaluate the Agency's performance both in its internal operations and its external projects.

2. Building IRENA

In order to develop IRENA's capacity and infrastructure, IRENA will focus on the following three tasks:

- appropriate management of knowledge for all relevant and related fields of renewable energies;
- systematic internal and external communication structure within IRENA and its organs, as well as with its Members, stakeholders and the public; and
- reliable cooperation networks with governments, international organisations, academia, industry and other partners active in the renewable energy sector.

2.1 Management of knowledge

Objective:

To conceive, jointly create, establish and operate a system that manages knowledge for all relevant and related renewable energy fields, while providing a one-stop-shop information base portal for the implementation of IRENA's tasks, its Members, academia, industry and civil society and to close the "baseline knowledge gaps".

IRENA's knowledge base will be a multi-dimensional system that evolves over time and is interconnected with all of its tasks. Apart from a wide range of "hard facts" such as statistical information, relevant legislation and regulations, information on technologies, technical systems, and on financing tools and facilities, the knowledge base must also handle interpretative information. This includes all challenges across the value chain descriptions of country-specific economic, environmental, institutional and social conditions and impacts of technological approaches or business model, all of which should allow for cross-connections of the data. Other components will include collections of case studies and best practices that also need a systematic description of their contexts for assessing their transferability.

IRENA will not start from scratch, but will focus on filling gaps with necessary information to fulfil its tasks. Therefore, IRENA will rely on and use the existing work of its member countries and of other relevant institutions with the aim of closely cooperating and interlinking information systems. Systematically exploring concrete options for cooperation with other organisations will be important in all areas, especially concerning statistics and corresponding reporting systems.

Main tasks:

- Elaborate an overall strategy for knowledge management that considers the actors involved, essential contents, information sources, data format, logical structure, data collection and exchange mechanisms as well as technical infrastructure requirements.

- Develop the appropriate technical infrastructure for the knowledge base to make best use of IRENA's overall IT infrastructure; translate the logical structure into concrete database requirements, data formats and interfaces; and define formats for preliminary databases to be integrated later in the comprehensive system.
- Identify immediate and prospective needs of statistics and databases in consideration of existing statistics and reporting systems; establish cooperation and develop concepts for gathering additional data (such as a database on available potentials, legal frameworks, energy infrastructure, economic, social and environmental impacts and benefits, national and international experts for renewable energy; databases on existing projects and programme evaluations).
- Take stock of existing databases; identify information gaps and the overall need for relevant country-specific information and policies, which is essential to establish a successful transfer of experience and for pertinent advice, capacity building and developing appropriate IRENA products.
- Develop an information base with reliable and up-to-date information concerning individual renewable energy technologies (e.g. photovoltaic, wind converters, biogas fermenters), including their preconditions and costs as well as relevant system technologies (e.g. management of electric grids, energy systems in buildings, renewable electricity for mobility). Consider cooperation with existing relevant organisations on renewable energy information systems.
- Develop an information base on financing tools and facilities, drawing on the related work of and cooperating closely with relevant international organisations.
- Establish a platform for the structured exchange of experiences concerning policy frameworks, technology, financing issues and project organisation, linked to the above-mentioned databases.
- Establish an online document service that ensures world-wide access to publications concerning renewable energies and their context. Ensuring accessibility to the library/documentation to a large audience at a low cost.

2009 results	2010 results
<ul style="list-style-type: none"> • Draft strategy for overall knowledge management and for sub-systems (statistical data, contexts & country policies, technologies, library) • Draft technical concept • Analyse of existing data & systems • Produce (or publish) reports on concrete cooperation opportunities 	<ul style="list-style-type: none"> • Complete strategy for overall knowledge management and for subsystems • Roadmap for implementation • Complete technical concept with roadmap • Core system implemented, daily working tools for experts available • Reporting systems partially established, in cooperation with other organisations

<ul style="list-style-type: none"> • Initial databases on institutions and major information sources • Preliminary databases for immediate needs 	<ul style="list-style-type: none"> • First online tools for evaluation and presentation available (statistics) • Roadmap for publications based on the knowledge base • Draft report on clusters of countries/regions with similar structures • Electronic library and library management system implemented in a first version • Establish a platform to exchange experiences
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2.2 Communication

Objective:

To raise international awareness of IRENA, its mission, objectives and activities; to act as the global voice for renewable energy and their huge potentials and chances; to ensure efficient and targeted information flow between all actors involved in its activities; ensure public relations and communication with non Member States.

IRENA's communication will involve different actors and target groups as well as different media and tools and types of contents. Developing an overall communication strategy will be essential for structuring this multi-layered task, setting goals, developing appropriate tools and methods and motivating the actors involved. In order to ensure external communication right from the beginning, initial communication structures and tools should be established.

As internet-based tools today play a vital role in a variety of communication forms, developing appropriately structured technical tools and communication rules from the beginning is a key task. An internet-based platform will act as the technical backbone for all communication activities.

Ensuring effective communication so that a clear corporate identity and a clear vision of the communication partners and their interests are acknowledged is most important. The communication tools and the type of the messages need to be chosen and shaped accordingly.

Communication activities should highlight IRENA's role as a service provider, centre of excellence, facilitator, and catalyst. It may also involve highly visible campaigns and events, such as global competitions (e.g. 100% renewable energies in urban municipalities).

Main tasks:

- Develop a communication strategy that covers all relevant subjects, addresses as well as the communication channels and schedule and considers establishing a communications task force for the initial phase headed by the Interim Director-General.

- Develop a clear, tangible image and corporate identity.
- Develop and implement the technical infrastructure for all relevant forms of communication (telecommunication, collaborative tools, website, etc.) in cooperation with the general IT services.
- Ensure targeted, easy and transparent internal communication for its projects by providing appropriate technical tools and communication guidelines where needed. Ensure regular communication with all Member States – also beyond their involvement in the statutory IRENA bodies.
- Foster relations with the press and other mass media. Ensure regular reporting on IRENA and on international renewable energy issues through provision of appropriate material and organisation of events.
- Update the existing IRENA website. Develop a well-structured and flexible new website on a new technical basis, which will become a highly visible information source for renewable energy (including e.g. newsletters, an e-learning platform, a statistical database, video broadcasts, and an open forum) and will be linked to other parts of the IRENA internet portal, for example, more professional knowledge bases, an online library, a future online training centre or other special departments developing with the implementation of IRENA's tasks.
- Develop a concept for ensuring communication with professional communities through an appropriate format of its own regular publications relating to the results of IRENA's activities.
- Develop a concept for a flagship publication, as an annual or bi-annual major report that draws extensively on the knowledge base and specialised expertise of IRENA. The special perspective of this publication will shape the public appearance of IRENA.

2009 results	2010 results
<ul style="list-style-type: none"> • Draft overall communication strategy and concepts for the different target groups • Central elements of corporate design • Advanced concept for the technical communication infrastructure • Provisional technical system functions • Decision on responsibilities for communication with IRENA's bodies • Background press materials updated • First press releases and press events; major press conference at COP 15; Updated website • Continuance of newsletter 	<ul style="list-style-type: none"> • Detailed overall communication strategy and detailed concepts for the different target groups, roadmaps for the coming years • Detailed concept for the technical communication infrastructure with a roadmap • Essential functions of new technical system implemented • Considerable press coverage of all major IRENA events, media section on the website • Completely re-launch the website on a new system

<ul style="list-style-type: none"> • Leaflet and brochure • Draft concept for a flagship publication 	<ul style="list-style-type: none"> • First reports published • Work on the first edition of the flagship publication
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2.3 Cooperation network

Objective:

To closely cooperate with its Members and regional networks as well as all relevant international organisations in order to create synergies and work together on the rapid scale up of renewable energy deployment. To implement a structured innovation and information exchange with industry, academia and civil society.

Apart from close cooperation with its Members and regional networks, IRENA is an organisation that strongly relies on efficient relations with the following groups of partners:

- International governmental organisations
- The scientific community and its organisations
- The renewable energy industry and its associations
- Specialised and regional networks
- NGOs in the fields of environment, development policies, etc.
- Other observers and organisations

IRENA will rapidly establish reliable and efficient relationships with these partners. While many IRENA experts will maintain ad-hoc contacts with these partners for specific issues and purposes, there is a need for a basic network ensuring coherence and continuity. Some of these organisations may become observers of IRENA and need to be regularly and formally involved in IRENA's activities.

Main tasks:

- Establish close cooperation with relevant international governmental organisations and initiatives in order to build on existing initiatives, knowledge and accomplishments, to exploit synergies and to develop joint strategies that strengthen renewable energies. Establish mechanisms for mutual information as well as explore opportunities for mutual support, joint actions and projects. Start cooperation in the field of data collection and reporting systems.
- Establish systematic exchange with its Members and regional networks with a goal to build on existing projects and activities that support IRENA's objectives. Consider and propose appropriate mechanisms and working structures for specific fields of activities (e.g. working groups or sub-committees).

- Develop cooperation mechanisms and structures (e.g. consultative boards) with private sectors, scientific, educational, civil society and other organisations interested in renewable energy; these are important partners, key market players, sources of knowledge and multipliers.
- Define the role of observers and develop a strategy for involving external expertise in IRENA's activities.

2009 results	2010 results
<ul style="list-style-type: none"> • Outline of scope of cooperation with other relevant international organisations and networks • Joint workshops with experts on cooperation opportunities regarding existing regional and national projects and activities • Draft concept on cooperation opportunities with business organisations, scientific and educational organisations, environment and development NGOs • Draft concept on the exchange with external experts and advisory boards 	<ul style="list-style-type: none"> • Mutual information mechanisms with main partners established • First cooperation started • Detailed report on cooperation opportunities, including roadmaps • Rules for observers and external experts in place • Continuous support for observers ensured

3. Initial activities to commence in 2009

The following **initial activities** seek to tackle the most important fields of action with a goal to scale-up the global deployment of renewable energy and promote the Agency's visibility at the international level.

Emphasis is given to activities under 3.1 and 3.2 In addition, IRENA will use opportunities provided by the international cooperation agenda, such as COP 15 (3.3) and will initiate work on scenarios (3.4)

Regarding the initial activities on **policy advice and capacity building**, it is understood that IRENA will intensify international exchange of experience with the objective of overcoming obstacles to the widespread and sustainable use of renewable energy on a global scale, and with a particular focus on the needs of developing countries aiming at overcoming energy poverty and enhancing energy efficiency.

3.1 Developing integrated approaches for policy advice on appropriate framework conditions

Appropriate framework conditions are a prerequisite for the successful deployment of renewable energy. IRENA will help its Members to develop an integrated policy approach at the national and regional level that comprises all necessary framework conditions to adopt renewable energies on a large scale, including capacity building, access to financing and enhanced management of innovation and technology development. Exchange of experiences between member countries will play an important role in this endeavour as all must learn how best to achieve rapid growth and how renewables contribute to the overall energy supply. In order to develop solid competences, efforts will have to strongly focus on developing appropriate methodologies during the initial phase.

Activities to start in 2009:

- Collect and analyse experiences of similar efforts by other organisations.
- Define an initial methodological approach, including criteria ensuring high quality of advice and based on exchange of experience and a roadmap.
- Agree on an appropriate selection of countries and sub-regional organisations willing to participate in a pilot project and possibly start it.
- Establish cooperation with international organisations and initiatives currently engaged in policy advice on energy issues.

Continuation of activities in 2010 could include:

- Implementation of the pilot project.
- Develop a road-map to cover all major regions.
- Establish support for long-term regional networks.

3.2 Capacity building, Knowledge Sharing and Technology Transfer

IRENA aims to support its Members to develop, enhance, and nurture institutional and individual capabilities to effectively execute a rapid transition towards the widespread and sustainable use of renewable energy. In this respect IRENA shall devote particular attention to the sustainable use of all renewable energy sources, including biomass.

The capacities of a broad spectrum of actors – such as craftsmen, planners, engineers, academia, financing institutions, media, administration and governments – need to be developed in order to successfully implement renewable energy policies. Technical, institutional as well as training and research capacities must be equally considered.

Activities to start in 2009:

- Collect and analyse experiences of similar efforts by other organisations and institutions. Identify main areas of needs in different countries, main target groups and relevant institutions in this field.
- Identify – through a self-assessment or diagnostic tool - the needs for capacity building, helping to share knowledge regarding legal frameworks, technologies, financing and organisation including capacity building to support existing local, national and regional efforts to scale up renewable energies.
- Define an initial methodological approach and a roadmap.
- Establish inter-national, regional and national networks of institutions.
- Establish cooperation with international organisations currently engaged in capacity building on energy issues.
- Strengthen interaction with private sector involved in renewable energy.

Continuation of activities in 2010 could include:

Launch workshops and training courses in selected Member countries/regions with priority topics.

- Develop a roadmap and instruments to cover all the major regions.

3.3 Renewable energies in the climate debate: COP15

In December 2009, the United Nations Conference on Climate Change (COP15) in Copenhagen is expected to agree on a future regime to reduce greenhouse gas emissions. IRENA aims at using this opportunity to position itself as a key player by promoting the role of renewable energy in tackling climate change.

Financing and technology cooperation are essential for the deployment of renewable energies. Therefore adequate frameworks and mechanisms are needed, including innovative ones.

Activities to start in 2009:

- Prepare IRENA's contribution to COP15 and outreach material, particularly with regard to the substantial role renewable energies and IRENA can immediately play in climate change abatement and solutions to the economic and financial crises.
- Prepare an overview on existing international mechanisms on financing and technology cooperation and their specifications to stimulate investments in renewable energy projects (see also task 2.1).
- Organise a booth, roundtable and/or side event at COP 15 to present IRENA and provide input on renewable energies to relevant negotiations.
- Analyse all instruments and mechanisms, that already exist under the Kyoto regime or that will emerge from the post-Kyoto regime, regarding the deployment of renewable energies, notably concerning international financing, technology needs assessment and technology transfer. These instruments and mechanisms notably include project specific and programmatic approaches.
- Elaborate proposals for IRENA's role in providing guidance and structures for effective and efficient implementation of these instruments and mechanisms.
- Elaborate advice for its members to offer guidance on appropriate funding and technology cooperation.
- Facilitate technical assistance to developing countries for the preparation of documents in the context of carbon-related projects.

3.4 Global renewable energy scenario

A global renewable energy scenario will imply important policy messages and encourage decisions by governments, the financial sector, industry and other energy market actors. IRENA has an important role in facilitating an open and transparent dialogue on this issue and in ensuring that scenario assumptions about renewable energies reflect the huge potential of renewable energy as well as the rapid technology and policy development, including macro economic aspects. The scenario should be based on a global inventory of available renewable energy potentials.

Activities to Start in 2009:

- Prepare an overview of existing global and regional scenarios and an analysis on methodology, scope and input data including identification of shortcomings and gaps, as well as the evaluation of the existing global scenarios with regard to the role of renewables.
- Establish cooperative working arrangements with relevant organisations and institutions being active in this field with a view of developing a global renewable energy scenario.
- Develop relevant databases (e.g. global inventory on potentials).

4. Further relevant items to possibly complement the initial activities as of 2010

The initial activities and tasks on building IRENA that begin in 2009 will be continued in the following years. With growing capacity and resources, IRENA will commence further activities that reflect the overall objectives agreed upon in the Statute in Article II and IV and respond to the global urgent challenges. Subjects that the Interim Director-General could consider to address as of 2010 and beyond are:

- **Renewable energy in the transport sector**, which represents one of the major emitters of green house gases; IRENA activities could cover alternative fuels as well as the role of electric vehicles;
- **Integrating RE into existing energy systems**, including electricity – both on and off grid – and the heating/cooling sector which poses challenges in terms of market setup and infrastructure technology;
- **Renewable energy services in rural areas** taking into account the geographical and country/regional contexts in order to support the achievement of the Millennium Development Goal;
- **Integrating renewable energy in the urban environment**, which is crucial, since 80% of the greenhouse gases are emitted in cities;
- **Information platform on the development of technical standards and sustainability criteria of biomass** across the value chain is required for the deployment of global renewable energy markets since biomass is the world's most commonly used RE source;
- **Facilitating technology transfer and capacity building**;
- **Facilitating funding** for project developers as well as for multilateral donors and private investors that aims to boost investments in more efficient and cleaner technologies;
- **Encouraging private sector involvement** that promotes renewable energy – both with regard to enhanced investments in developing countries, general financial issues, setting standards and technology development; and
- Investigation of current rules and ongoing discussion within WTO with a view to support work on enhancing the innovation and diffusion of renewable energy technologies.