

Eighteenth meeting of the Council
Abu Dhabi, 5-6 November 2019

Assessment of the Work Programme and Budget for 2018-2019

I. Introduction

1. Pursuant to the provisions of the Medium-term Strategy (MTS) 2018-2022, the Agency is required to undertake a self-assessment of its biennial programmatic work. This request is given in the context of the need to better measure, document and assess the effectiveness and impact of IRENA's programmatic work to guide its implementation and future programming. This document provides the first self-evaluation, rooted in evidence-based information on the Agency's performance in completion of its Work Programme and Budget for 2018-2019. It also provides some recommendations for the future.
2. In the course of the biennium, the Agency analysed the possible sources of quantitative information for evaluation and made concerted efforts to collect systematically qualitative feedback from Members and others. This process highlighted the areas where the systematic collection of data and information is needed to have a comprehensive view of the Agency's performance and reach. For instance, information on participants in IRENA-organised events needs to be refined to get a better insight into the geographical, gender, institutional and sectoral affiliation, and collect their feedback systematically.
3. Developing this empirical base for monitoring and evaluation was immensely useful and several processes have been or are in the process of being changed. Given that this is the first time the Agency has undertaken a self-assessment, many of the areas are creating the baseline for future assessments, as no comparable information existed in the past. Therefore, monitoring and evaluation procedures will be refined with each programmatic cycle to develop a thorough system of scrutiny and to deliver the clarity of programmatic focus.
4. The Agency gathered the bulk of the information presented on the following pages internally over the last biennium, with each division reporting on respective activities. Part V comprises of a desk research IRENA undertook between May and August 2019, gathering information on the way countries and regional partner organisations use IRENA's knowledge products and programmatic output in their communication and work. Member views of IRENA's activities are most valuable and provide essential insights that inform the Agency's work. Feedback gathered at the governing body meetings is invaluable and orientates the work regularly. IRENA will continue to seek additional avenues to collect direct feedback from Members. This will enable the Agency to gain more granular insights regarding the effectiveness and impact of its programmatic work.

II. Implementation of the Work Programme

5. Over the biennium, IRENA welcomed seven new Members. The Agency is close to achieving near-universal membership.

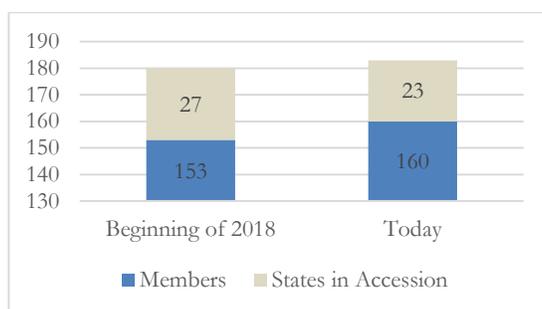


Figure 1. Source: IRENA internal records

Core deliverables

6. The Work Programme defined 97 core-financed deliverables to be completed in the biennium. Out of this, 94¹ are completed or will be before the end of the cycle, representing a 97% completion rate. Three deliverables are not expected to be completed by the end of the biennium. This is in part due to difficulties in collecting data and changing priorities.

Work Programme 2018/2019	MTS Pillar	Number of Deliverables	
		Completed ²	Not completed ³
Programme	I. Centre of Excellence for Energy Transformation	20	2
	II. Global Voice for Renewables	25	0
	III. Network Hub	20	0
	IV. Source of Advice and Support	17	1
Strategy, Governance and Support	V. International Cooperation and Strategic Engagement	4	0
	VI. Efficient, Transparent and Innovative Management	8	0
	Total	94	3

Figure 2. Source: IRENA internal records

¹ 11 deliverables will be completed by the 10th Assembly but marked as completed for the purpose of evaluation given the early submission of present document.

² Includes deliverables that are yet to be completed: Centre of Excellence for Energy Transformation: 3; Global Voice of Renewables: 7; Network Hub: 1.

³ Not completed deliverables include: Report on long-term planning with high share of VRE; Design of risk mitigation facilities; Dissemination of standardised contract templates.

Additional work undertaken with voluntary contributions

7. An estimated number of 47 activities were completed with voluntary contributions (VCs)⁴.

	MTS Pillar	Estimated Number of VC-funded Activities Per Pillar
Programme	I. Centre of Excellence for Energy Transformation	22
	II. Global Voice for Renewables	7
	III. Network Hub	7
	IV. Source of Advice and Support	9
Strategy, Governance and Support	International Cooperation and Strategic Engagement	2*
	Total	47

Figure 3. Source: IRENA internal records *Does not include contributions to FDCR

III. Publications

8. IRENA launched 63 publications⁵ over the biennium, in eight different languages. They cover a broad range of topics and include country- and region-specific as well as global reports. In total, publications were downloaded over 200,000 times from irena.org.

Flagship reports

9. The flagship reports are among IRENA's best known and most anticipated publications. Mostly published annually, they provide the latest knowledge and statistics for the energy transition. IRENA published 13 such reports over the biennium.

“We are very pleased to see all steps that IRENA is taking as an official custodian agency for tracking progress towards SGD7. This is an important validation of IRENA’s mandate and a sign of partnership with other international organisations.” – Member

 <p>Global Energy Transformation: A roadmap to 2050. (annual editions)</p>	 <p>Innovation Landscape for a Renewable-powered Future</p>	 <p>Renewable Capacity Statistics. (annual editions) (French, Spanish)</p>	 <p>Renewable Energy and Jobs. (annual editions)</p>
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⁴ VC-related deliverables and activities can be self-standing or augmenting core deliverables

⁵ Publications translated to languages in addition to English have been indicated.

 <p>Renewable Energy Statistics. (annual editions) (French, Spanish)</p>	 <p>Renewable Power Generation Costs. (annual editions)</p>	 <p>Tracking SDG7: The energy progress report. (annual editions)</p>
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Figure 4: Source: IRENA internal records

Thematic reports

“IRENA jobs report motivated us to generate a national estimate of RE jobs in 2019.” - Member

- IRENA published 16 thematic reports covering technical, regional, socio-economic and political topics.

 <p>A New World: The geopolitics of the energy transformation. (Chinese, Japanese)</p>	 <p>Corporate Sourcing of Renewable Energy: Market and industry trends</p>	 <p>Global Landscape of Renewable Energy Finance</p>
 <p>Innovation Outlook: Smart charging for electric vehicles</p>	 <p>Nurturing Offshore Wind Markets: Good practices for international standardisation</p>	 <p>Policies and Regulations for Renewable Energy Mini-grids</p>
 <p>Planning and Prospects for Renewable Power: West Africa. (French)</p>	 <p>Renewable Energy: A Gender Perspective</p>	 <p>Renewable Energy Auctions: Status and trends beyond price</p>
 <p>Renewable Energy Benefits: Leveraging local capacity for offshore wind</p>	 <p>Renewable Energy Market Analysis: Southeast Asia</p>	 <p>Renewable Energy Market Analysis: GCC 2019</p>
 <p>Renewable Energy Policies in a Time of Transition</p>	 <p>Sustainable Harvest: Bioenergy potential from agroforestry and nitrogen-fixing wood crops in Africa</p>	 <p>Transforming Small-island Power Systems</p>
 <p>Renewable Energy Market Analysis: Southeast Europe</p>		

Figure 5. Source: IRENA internal records

Targeted Analysis for Members

11. IRENA undertook analytical work at request of, and in collaboration with Members. The 13 targeted analyses published over the biennium cover country-specific assessments and insights into specific technologies.

 Bioenergy from Boreal Forests: Swedish approach to sustainable wood use	 Colombia Power System Flexibility Assessment. (Spanish)	 Evaluating Renewable Energy Manufacturing Potential in The Arab Region: Jordan, Lebanon, United Arab Emirates	 Panama Power System Flexibility Assessment. (Spanish)	 Renewable Energy Outlook: Egypt. (Arabic)
 Renewable Energy Prospects for the European Union	 Renewables Readiness Assessment: Mali. (French)	 Renewables Readiness Assessment: Pakistan	 Renewables Readiness Assessment: Panama. (Spanish)	 Renewables Readiness Assessment: Republic of Moldova. (Romanian)
 Thailand Power System Flexibility Assessment	 Uruguay Power System Flexibility Assessment. (Spanish)	 Water Use in India's Power Generation: Impact of renewables and improved cooling technologies to 2030		

Figure 6. Source: IRENA internal records

“The European Union renewables target increased from 27% to 32% as a result of the REmap study on RE prospects in the EU by IRENA.” – Member

Technical briefs, working papers and other written outputs

12. IRENA released 21 other publications, covering a broad range of technological innovations, regional case studies and interdisciplinary topics such as cities and agriculture. These publications are as follows:

Accelerating Geothermal Heat Adoption in the Agri-food Sector: Key lessons and recommendations; Electrification with Renewables; Hydrogen from Renewable Power: Technology outlook for the energy transition (Chinese, Japanese); Insights on Planning for Power System Regulators; Long-term Energy Scenarios: First-year campaign findings; Measurement and Estimation of Off-grid Solar, Hydro and Biogas Energy; Off-grid Renewable Energy Solutions to Expand Electricity Access: An opportunity not to be missed; Off-grid Renewable Energy Solutions; Offshore Innovation Widens Renewable Energy Options; Opportunities to Accelerate National Energy Transitions through Advanced Deployment of Renewables; Power System Flexibility for the Energy Transition (Spanish); Renewable Energy Auctions: Cases from sub-Saharan Africa; Renewable Power: Climate-safe energy competes on cost alone; Scaling Up Renewables in Cities: Opportunities for municipal governments; Solar Simulators: Application to developing cities; Solid Biomass Supply for Heat and Power: Technology brief; Solutions to Integrate High Shares of Variable Renewable Energy; Sugarcane Bioenergy in Southern Africa: Economic potential for sustainable scale-up; Sustainable Pastureland Intensification: Making room for energy crops without harming biodiversity and Sustainable Rural Bioenergy Solutions in Sub-Saharan Africa: A collection of good practices.

- The publications⁶ shown in the chart below were the most downloaded from IRENA’s website and indicate that flagship reports are the most accessed publications. IRENA provides a summary on the download page of every report. The number of page views of reports’ summaries is usually three times as high as the number of downloads. Some knowledge products do not have empirical basis to show their reach have target audiences that confirm their utility. More qualitative assessment is needed to understand the full impact of IRENA knowledge outputs.

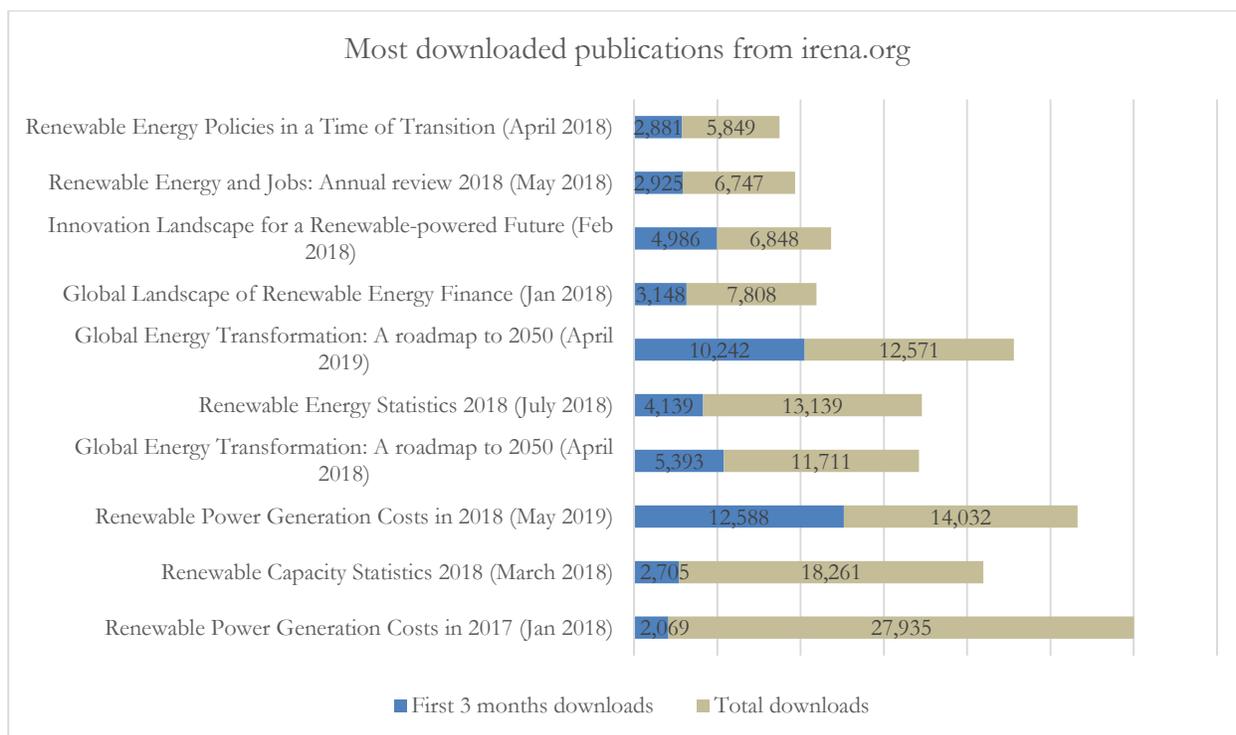


Figure 7. Source: IRENA internal records

⁶ Publications translated to languages in addition to English have been indicated.

IV. Convening activities

14. IRENA organises and co-hosts different types of event⁷ in partnership with governments, international organisations and the private sector. This biennium, the Agency held 141 events overall, which includes 24 external side events, 77 workshops, 35 consultative events. Over 11,000 people (est.) from diverse geographical backgrounds participated in these events. Participants included high-level representatives from governments and international organisations, policy-makers, private sector, technical experts, project developers and students. IRENA hosted some of the events at its duty stations, including 11 events in Abu Dhabi, 4 in Bonn and 3 in New York. Furthermore, IRENA organised five global conferences which were attended by experts, policy-makers and representatives of the private sector.

“As a result of the meetings held at IRENA, it was agreed to hold a large-scale IRENA forum on the prospects of introducing green auctions.” - Member



Figure 8. Source: IRENA internal records

“A perfect mix of sessions, speakers, science and visitors!” – External

“... a great, inspirational and very successful event!” – External

15. IRENA’s events took place at national, regional and global levels. The majority of events were organised in Europe, followed by Africa and Asia and the Pacific.

⁷ Publications translated to languages in addition to English have been indicated.

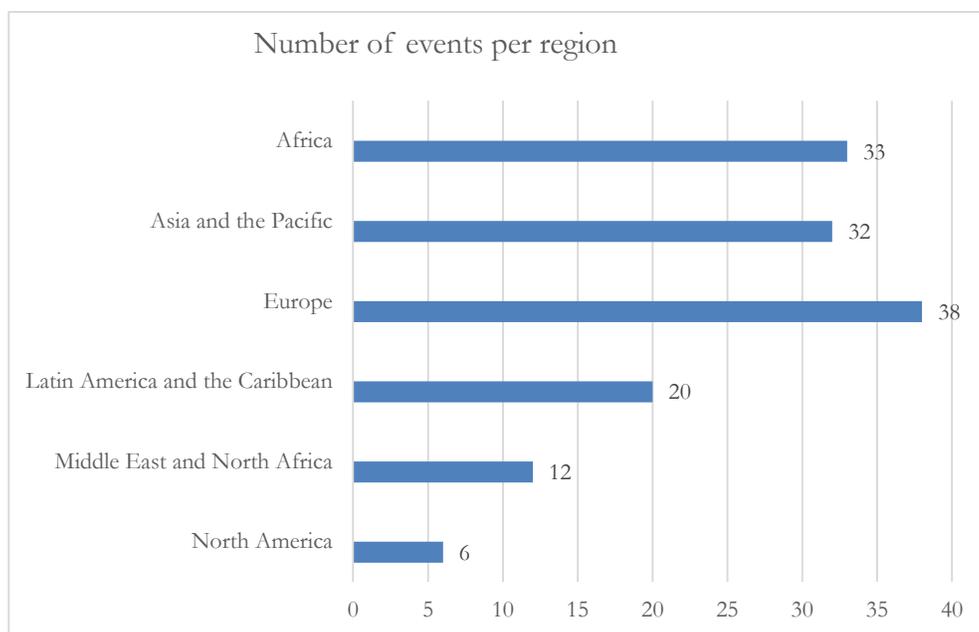


Figure 9. Source: IRENA internal records

- Over the past two years, IRENA has become a leading energy Agency in the context of climate change. IRENA has scaled-up its activities, notably through the shaping of energy-related events at UN-coordinated Regional Climate Weeks in Africa, Latin America and the Caribbean, and Asia and the Pacific. In this capacity, the Agency co-hosts dialogues and debates on the energy transition and NDCs and facilitates capacity building events on energy transition. IRENA also coordinates the energy track of the Marrakesh Partnership on the Global Climate Action.



Figure 10. Source: IRENA internal records

V. Country engagement and support

17. IRENA serves as an advisor and provides technical assistance and other support to its Members upon request. The Agency received numerous requests over the biennium, including from Albania, Antigua and Barbuda, Barbados, Belarus, Bosnia and Herzegovina, Brunei, Cameroon, Ecuador, El Salvador, Ethiopia, Guyana, Iraq, Jordan, Kazakhstan, Korea, Kuwait, Morocco, Nauru, Saint Lucia, Sudan, Thailand, Tonga, Ukraine and Zambia. Most countries sought support for the revision of national energy plans and roadmaps, project facilitation, enabling frameworks, grid integration, rural electrification, and Renewables Readiness Assessments (RRA).

“IRENA assessments have helped countries to identify areas where improvement is needed, and to set realistic targets for renewable energy and energy efficiency implementation.”

– Regional entity

18. Pursuant to the MTS mandate, IRENA conducted desk research to explore whether its work visibly and substantively contributes to Members’ own work. The research⁸ was conducted in 2019 for the timeframe since IRENA’s inception (2009-2019), however, the data presented here only covers the biennium in line with the stipulations of the MTS. IRENA found that Members and regional partner organisations⁹ mention IRENA and its knowledge products in their documents, reports and websites as materials that inform their work. An overview of the findings of the research is below.

“The Government of the Kingdom of Eswatini is extremely grateful to IRENA for their support in the development of the Eswatini Energy Masterplan. IRENA has not only supported the development of the plan but also helped develop a new institutional capacity with regard to energy planning in the country. Recently IRENA assisted the country in developing the Renewable Readiness Assessment report, which is a key document for the development of the renewable energy sector. It is evident that the partnership between the Ministry and IRENA is really bearing fruits in the Eswatini energy sector.” – Member

19. The number of references to IRENA and its knowledge products grew over the years. IRENA was referred to 119 times more in this biennium compared to the previous cycle. Countries and regional organisations referred to IRENA either through the usage of its reports and publications for key country reports and strategy documents or to IRENA as a technical partner, leader or a global voice for the energy transition.

⁸ The research mainly focused on internet-based sources and faced limitations such as invalid links and non-updated websites. The research was completed in August 2019.

⁹ The research was conducted for all UN-member states and IRENA’s regional partner organisations.

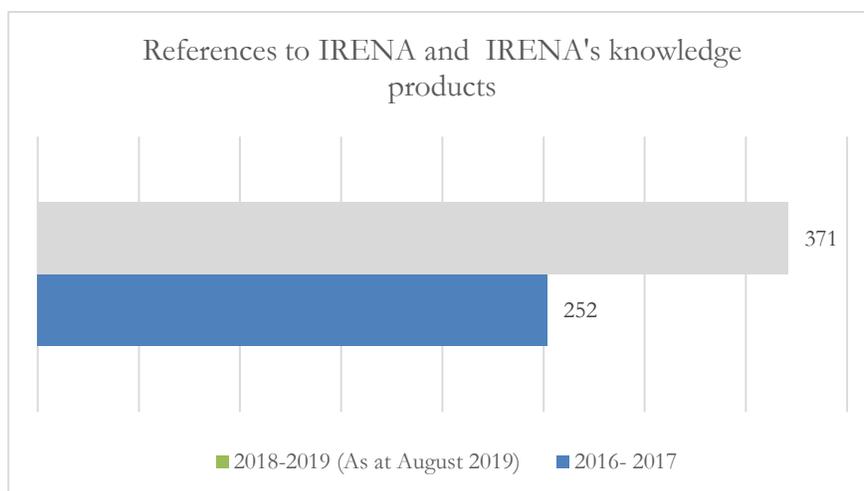


Figure 11. Source: IRENA desk research

“We are also using your INSPIRE tool for our research. It’s just very helpful to already be able to see some general patterns like the rise of China, or the relative lack of cross-cutting tech.” – External

- 20. IRENA’s work and reports have been referenced by countries and regional partner organisations in all regions. The highest reference count was recorded in Europe, followed by Asia and the Pacific and Latin America and the Caribbean.

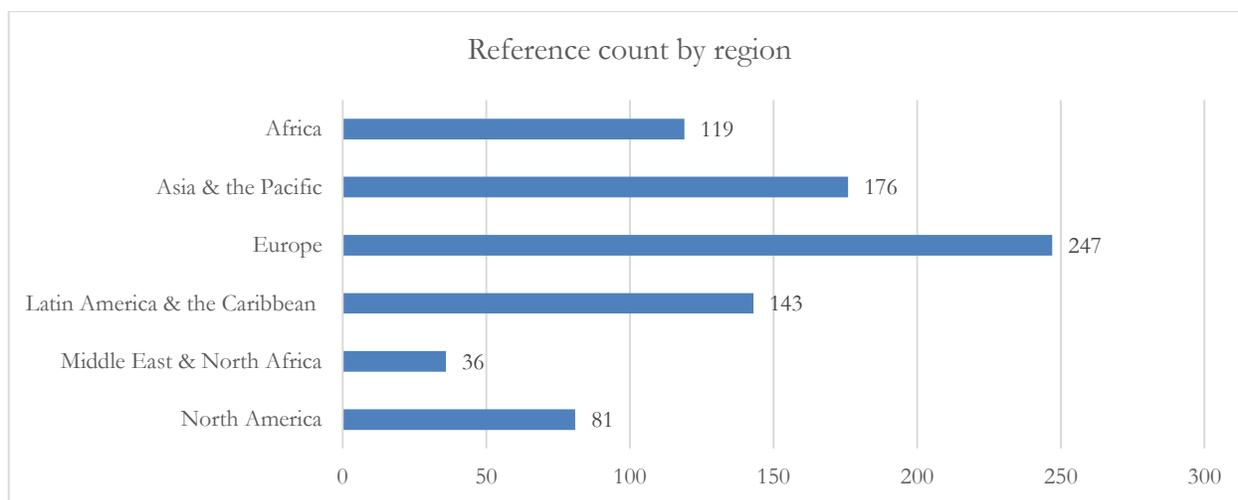


Figure 12. Source: IRENA desk research

- 21. Countries and regional partner organisations used IRENA’s knowledge products in their own documents and reports, and on their websites, mostly as news items. The peak of the coverage was observed before, during and after governing body meetings. The Agency’s reports were also referenced in many energy-related reports and strategy documents. References were made to knowledge products, mostly data and statistics in speeches and parliamentary documents to make a case for increased deployment of renewables in many countries.

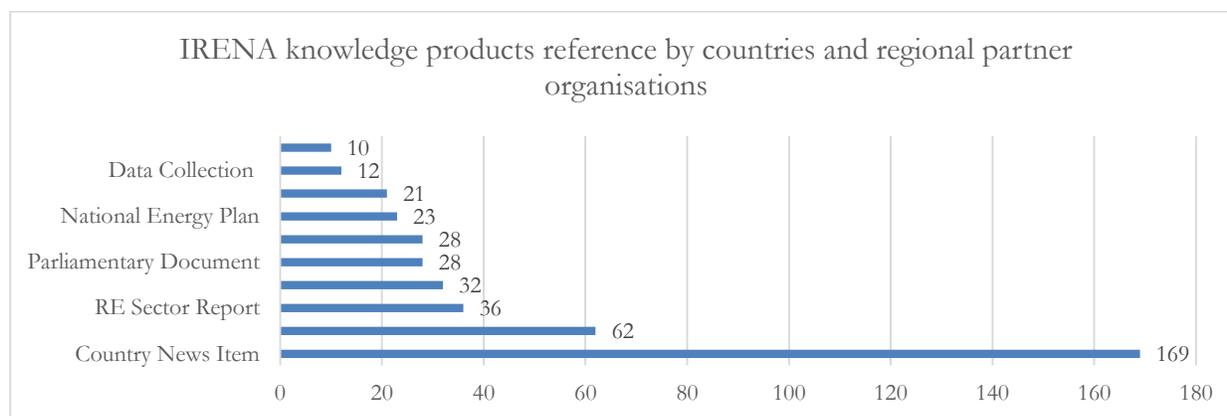


Figure 13. Source: IRENA desk research

VI. Partnerships and collaborative initiatives

22. IRENA implements its programme in close collaboration with partners. Some of these are defined in the Memoranda of Understanding (MoUs). Over the biennium, 18 substantive Memoranda of Understanding entered into force, in addition to those already in place. Several additional MoUs are under development. At the time of writing, IRENA had active MoUs with over 30 partners.

2018	2019
<ul style="list-style-type: none"> • Association of Southeast Asian Nations (ASEAN) • Energy Observer SAS • The Ministry of Climate Change and Environment and Khalifa University for Science and Technology¹⁰ • The People's Government of Hebei Province of the People's Republic of China • Solar Impulse • World Alliance for Efficient Solutions 	<ul style="list-style-type: none"> • General Secretariat of the Central American Integration System (SG-SICA) • Global Green Growth Institute • International Energy Agency (IEA) • Ministry of Education of the United Arab Emirates • Pacific Community (SPC) • Secretariat of the United Nations Framework Convention on Climate Change (UNFCCC), the Kyoto Protocol and the Paris Agreement • Terrawatt Initiative (TWI) • United Nations Convention to Combat Desertification (UNCCD) • United Nations Department of Economic and Social Affairs (UN DESA) • United Nations Development Programme (UNDP) • United Nations Economic and Social Commission for West Asia (UN ESCWA) • United Nations Industrial Development Organization (UNIDO) • United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN OHRLLS)

Figure 14. Source: IRENA internal records

¹⁰ Trilateral MoU.

Global Geothermal Alliance (GGA)

23. GGA is an established collaborative initiative with IRENA as its Secretariat. In the course of the biennium, four countries and seven partners joined GGA during the biennium, bringing the total to 46 members and 39 partners. The Alliance provides capacity building and technical assistance to support geothermal energy deployment.

Members	Partners
46 members New members: Ethiopia, Germany, Japan and Portugal	39 partners New partners: Asian Infrastructure Investment Bank, Caribbean Electric Utility Services Corporation, Centro Mexicano de Innovación en Energía Geotérmica (CeMIEGeo), Chinese Renewable Energy Industries Association, Geothermal Canada, Organisation of Eastern Caribbean States, United Nations Industrial Development Organization and University of Geneva

Figure 15. Source IRENA internal records

Small Island Developing States Lighthouses Initiative (SIDS LHI)

24. IRENA has initiated the SIDS LHI in preparation for the UNSG’s Climate Summit in September 2014. Since, SIDS LHI grew in size and profile to include some 60 partners, almost double from the time of its establishment. Five years later, SIDS LHI was one of the initiatives profiled during the UNSG’s Climate Summit in September 2019. In 2018, IRENA undertook a thorough consultation on the future of LHI, given that its initial target of 120 MW of solar and wind was reached two years ahead of schedule. A new agenda was set for the coming five years, aligned with the NDCs and SDG objectives. The Initiative today comprises 36 SIDS¹¹ and 24 development partners¹². Five new partners joined the initiative since January 2018¹³ and three Members pledged financial support.

Global Atlas

25. The Global Atlas comprises 67 countries and 60 research institutes and private companies who contribute to different aspects of the initiative. Ten research institutes and private companies joined since 2018. In this biennium, IRENA has commenced using the Global Atlas for project facilitation at the country level. IRENA conducted site assessments in Comoros, Eswatini, Mali, Morocco, Nauru, Nigeria, Sudan, Togo, Zambia and Zimbabwe. In Mali and Zimbabwe, the site assessment

¹¹ Antigua and Barbuda, Aruba, Bahamas, Barbados, Belize, British Virgin Islands, Cabo Verde, Comoros, Cook Islands, Cuba, Dominican Republic, Micronesia (Federated States of), Fiji, Grenada, Guyana, Kiribati, Maldives, Marshall Islands, Mauritius, Montserrat, Nauru, New Caledonia, Niue, Palau, Papua New Guinea, Saint Lucia, Saint Vincent and the Grenadines, Samoa, Sao Tome and Principe, Seychelles, Solomon Islands, Tonga, Trinidad and Tobago, Turks and Caicos, Tuvalu, Vanuatu.

¹² France, Japan, Germany, Italy, New Zealand, Norway, United Arab Emirates, United States of America, Association of the Overseas Countries and Territories of the European Union, Clean Energy Solutions Centre, Clinton Climate Initiative, ENEL, European Union, Indian Ocean Commission, IRENA, Organisation of Eastern Caribbean States, Pacific Islands Development Forum, Rocky Mountain Institute - Carbon War Room, Solar Head of State, SE4All, UNDP, World Bank.

¹³ Denmark, the Caribbean Electric Utility Services Corporation, the Organisation of Eastern Caribbean States, the Pacific Islands Development Forum, and the Solar Head of State.

report provided the basis for tariff and Power Purchase Agreement (PPA) negotiations. The first demonstration of an urban energy planning tool, called the SolarCityEngine, took place in Kasese Uganda. The World Bank expressed interest to partner with IRENA on the SolarCityEngine for a global roll-out.

Sustainable Energy Marketplace

26. The Sustainable Energy Marketplace added 81 new renewable energy projects during the biennium, approximately 50% less than in the previous biennium. The main reason for this slowdown is the strategic realignment and the resulting overhaul of the platform. Focus is being placed on forging the partnerships that can bring step-change to the Marketplace. Such avenue has been found in the Climate Investment Platform (CIP). CIP was announced at the UN Climate Action Summit in September 2019. IRENA is a founding member alongside Sustainable Energy for all (SE4ALL), UNDP and in coordination with the Green Climate Fund (GCF).

IRENA/ADFD Project Facility

27. IRENA and the Abu Dhabi Fund for Development (ADFD) joined forces to support replicable, scalable and transformative renewable energy projects in developing countries through the IRENA/ADFD Project Facility. Financial mobilisation during the biennium reached some USD 502 million, accounting for concessional funds from ADFD and co-finance from other sources. The Facility received over 200 project applications, out of which 15 advanced to construction and commissioning phase. The Solar PV-installation in Cuba is an example of the benefits of these projects on the ground.

10MW Grid-connected Solar PV in Cuba	
Construction started in 2018 with parks being commissioned one by one. In total, they provide a capacity of 10MW and were fully commissioned by May 2019. An expansion to 15MW is being implemented.	
Households benefitted	7,000 (2018) and 10,416 by end of 2019
Emissions reduced (tCO ₂ e/yr.)	12,700 (2018) and 19,035 by end of 2019
Jobs created	40 (2018) and 50 by end of 2019

Figure 16. Source: Cuba's Union Electric, public utility

NDC Partnership

28. In August 2018, IRENA had become a member of the NDC Partnership, an initiative that supports the development and implementation of NDCs. Recently, the NDC Partnership announced the Climate Action Enhancement Package (CAEP), a facility aimed at fast-tracking the NDC processes at the country level. CAEP aims to leverage the expertise and resources of its partners, and it has a multi-donor fund which can be used to accelerate the work. IRENA has qualified to receive resources from this fund and, in the 1st call for country support, it was offered USD 600,000 to undertake collaborative efforts on 20 activities in 17 countries.

VII. IRENA’s Media Footprint

- 29. Global media increasingly see IRENA as a source of credible and trustworthy data and insight on renewables. The Agency received more than 120 media enquiries from international media outlets during the biennium.
- 30. During the 2016 and 2017 biennium, IRENA was mentioned in over 25,000 news articles. Within this biennium, the number increased to over 30,000 news articles in at least nine languages from renowned media outlets, such as Al Arabiya, Associated Press, BBC, Bloomberg, CCTV, CNBC, CNN, Deutsche Welle, The Economist, Economic Times, Euronews, Financial Times, The Guardian, Le Monde, The New York Times, El Pais, Reuters, RT, Sky News Arabia, Sydney Morning Herald, The Times of India, The Wall Street Journal, and Xinhua.

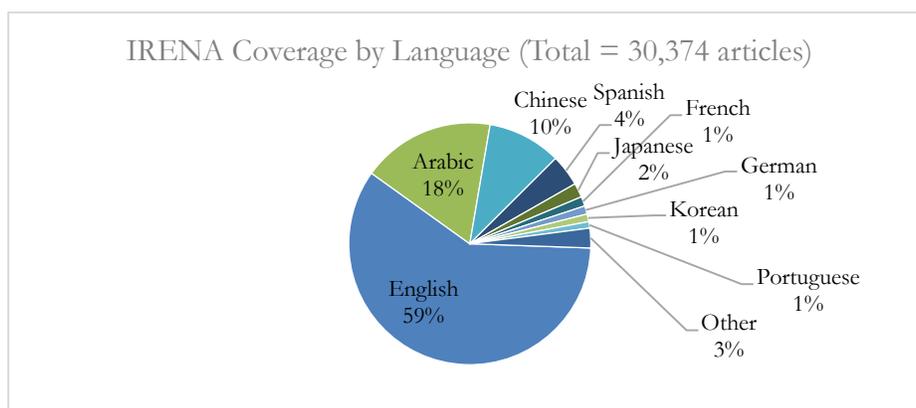


Figure 17. Source: IRENA internal records

- 31. Social media is a critical tool in effectively communicating the variety and scope of the Agency’s work. The Agency is active in three major social media channels and has gained significant growth in the number of followers. Twitter is a central platform for the discussion around renewables and energy and has been the focus of social communication efforts. The Agency generated over 60 million impressions from roughly 6,700 tweets during the biennium.

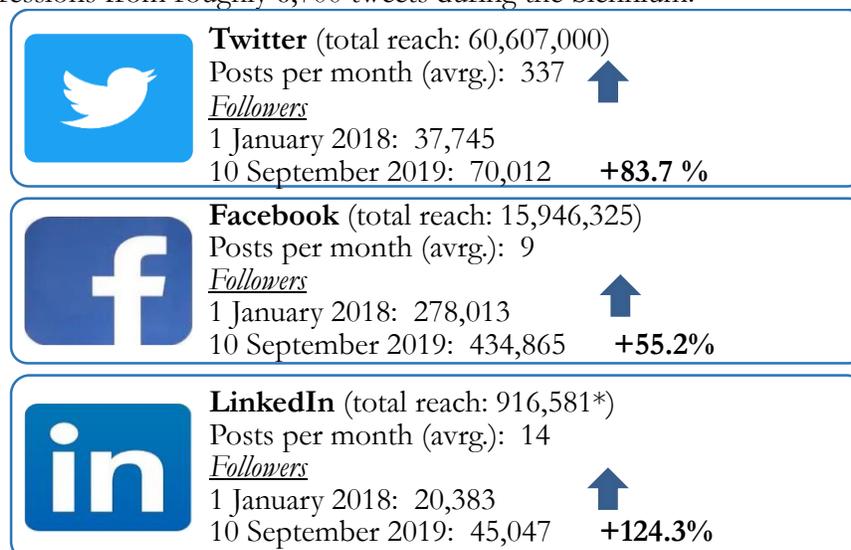


Figure 18. Source: IRENA internal records

* Due to statistical limitations, this covers the period between September 2018 and August 2019, not the entire biennium.

32. A new IRENA website was launched in 2018 and remains a key communications tool. The number of visitors has grown by 60% from 2017 to 2018 and by further 29% from 2018 to 2019. Peaks of activity on the website were observed during IRENA's governing body meetings, launches of key publications and communications campaigns.
33. The accessibility of the Agency's work was substantially improved with over 50% of website traffic coming from Google and other search engines: 26% of users are redirected to the IRENA homepage and continue browsing, whilst 35% enter directly on IRENA publication pages. 11% of all visitors read press releases and articles, with content related to the flagship reports attracting the highest number of visitors.

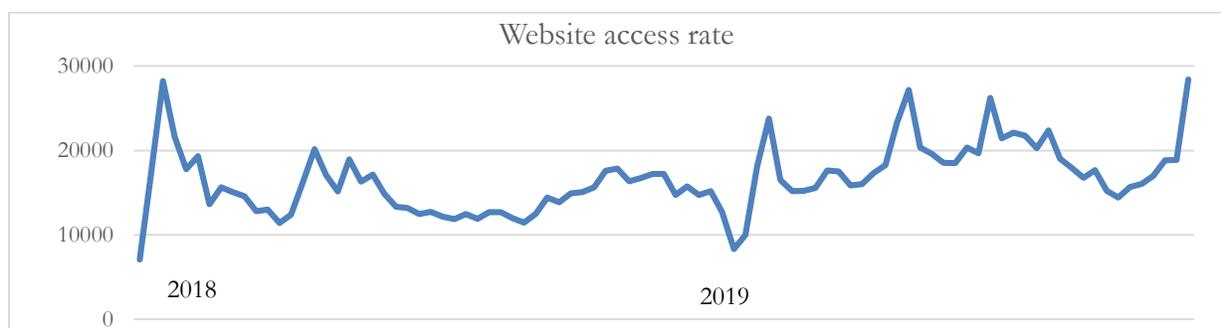


Figure 19. Source: IRENA internal records¹⁵

VIII. Governing Body Meetings

34. IRENA's governing body meetings provide a platform for Members to shape the Agency's work, debate pressing issues and discuss important matters related to energy transition. The participation of delegations and Members remained the same on average, and increased at the 17th Council, while the number of participants slightly decreased. Overall participation in IRENA Assembly improved by approximately 20%. IRENA enacts high sustainability standards for governing body meetings and ensures that appropriate measures are put in place to reduce the carbon footprint of the meetings.

Governing Body Meetings – IRENA Council and Assembly					
Meeting/Session	Participants	Delegations	Members	Signatories and States in Accession	Other States
14 th Council	340	94 plus EU	88	4	3
15 th Council	296	91 plus EU	85	4	3
16 th Council	300	94 plus EU	86	7	2
17 th Council	269	100 plus EU	96	4	1
8 th Assembly	1,300	139 plus EU	127	8	5
9 th Assembly	1,570	156 plus EU	147	8	2

¹⁵ Data as of 30th September 2019.

Fund for Developing Country Representatives (FDCR) Funding for Delegations			Sustainability at Governing Body Meetings	
Meeting/Session	Eligible for funding	Funded		
14 th Council	7	4	Choice of catering: sustainable and locally-sourced	
15 th Council	6	6	Choice of venue: green, energy-smart and usage of eco-labelled and carbon neutral certified products	
16 th Council	6	5	Dissemination of information: mobile meeting application instead of printed documents	
17 th Council	8	7	Carbon offsetting: IRENA encourages delegates to offset their flights and their stay at the venue	
8 th Assembly	57	41		
9 th Assembly	58	46		

Figure 20. Source: IRENA internal records

IX. IRENA Sustainability

35. IRENA recognises the responsibility to reduce its environmental footprint in day-to-day management and operations and undertakes considerable efforts and measures to that end. IRENA's headquarters received several awards for its sustainability standards. Building materials were low-carbon and locally sourced. Thanks to its passive design and smart energy-management systems, it uses 42% less energy than required by global energy-efficiency standards. Solar water heaters supply 75% of the building's hot water demand and the air conditioning system recovers

75% of the energy released through air exhaust. Its 1,000 m² solar PV rooftop system produces about 250,000 kWh of electricity every year. 26 charging stations for electric vehicles are located outside IRENA's headquarters, and the Agency organises daily shuttle buses for staff. In the Bonn office, electricity generation is from renewable energy sources.

36. IRENA uses advanced information and communication technology systems for communication between its headquarters in Abu Dhabi, and offices in Bonn and New York, as well as stakeholders whenever possible, to avoid carbon emissions through flights. In 2018, the Agency compiled its first Greenhouse Gas Accounting report to be a basis for embedding sustainable actions in an informed manner.

X. Personnel

37. The number of filled posts was slightly higher at the end of 2017 compared to the current biennium. More posts remain under active recruitment, with slightly fewer vacant posts than at the end of 2017.

As per A/8/3, as of 14 December 2017*		As of 30 September 2019	
Filled	75	Filled	71
Under active recruitment	8	Under active recruitment	13
Vacant	7	Vacant	6
Total	90	Total	90

Figure 21. Source: IRENA internal records * Baseline as at end of 2017

38. The Agency maintained diversity by employing staff from more than 40 nationalities across the biennia 2016-2017 and 2018-2019. Gender balance of workforce has improved reaching a near parity among core post holders.

As per A/8/3, as of 14 December 2017*		As of 30 September 2019	
	Filled core posts		Filled core posts
Men	41	Men	36
Women	34	Women	35
Total	75	Total	71

Figure 22. Source: IRENA internal records * Baseline as at end of 2017

“Gender equality has always been one of our core values and therefore we are very pleased to see IRENA’s increasing efforts in improving the knowledge base, informing policymakers, and integrating the gender perspective within the energy transition discourse.” – Member

39. While the gender balance is in equilibrium among core post holders in total, male domination can be observed in both the leadership posts and in the higher-level professional category, as well. In contrast, posts in the general services category skew toward women.
40. The turnover rate among core post-holders has been 16% in 2018 and 6% in 2019.¹⁶ In total, the Agency advertised 67 vacancies over the biennium, compared to 87 in the previous biennium. Vacancies attracted 6,400 applications in total, which corresponds to nearly 100 applications per vacancy. This is a sharp drop, compared to 22,000 applications for 87 vacancies advertised in the previous biennium, with approximately 250 applications per vacancy.

	2016-2017 Biennium*	2018-2019 Biennium (up to 30 Sep 2019)**
Vacancies	87	67
Applications	22,000	6,400
Applicants per Vacancy (avg.)	253	96

Figure 23. Source: IRENA internal records - * Data derived from A/7/3 and A/8/3.

** Data derived from A/9/3 and IRENA data as of 30 September 2019.

XI. Voluntary Contributions

41. Over the biennium, the Agency received commitments for voluntary contributions from 12 donors, reflecting USD 16 million. USD 13 million has been received as of 30 September 2019. IRENA gained five new contributors, three of which are Members of the Agency (Denmark, Republic of Korea and the United Kingdom of Great Britain and Northern Ireland) and two institutions (UN-ESCWA and the World Bank International Bank for Reconstruction and Development).

¹⁶ 2019 turnover rate among core postholders was calculated as of 29 August 2019.

Voluntary Contributions of the 2018-19 Biennium (as of 30 September 2019)	Committed	Received
Belgium - Walloon Region	2,285,787	2,285,787
Denmark	6,082,940	3,022,964
Germany	2,259,112	2,259,112
Italy	257,005	157,005
Japan	1,255,590	1,255,590
Kingdom of Netherlands	26,042	26,042
Republic of Korea	629,284	629,284
Sweden	223,265	223,265
United Arab Emirates	3,353,786	3,353,786
United Kingdom of Great Britain and Northern Ireland	86,313	0
UN-ESCWA	32,000	32,000
World Bank (IBRD)	13,438	0
Total	16,504,562	13,244,835

Figure 24. Source: IRENA internal records

42. In addition, voluntary funding of some USD 12 million is currently in active development, with pledges received from the government of Denmark, the European Commission, Germany and NDC Partnership. Discussions are underway with three additional donors, demonstrating a growing interest of Members to engage with, and contribute to the Agency.

XII. Conclusion

43. The implementation of the Work Programme as set out in document A/8/4 has been achieved at a high rate, with 97% of deliverables being completed on time. Its financial performance is equally successful, also reflected in a growing number of voluntary contributions. Overall, the indicators of progress are positive and encouraging. The Agency's initiatives gained new members and partners and added new projects. The attendance of governing body meetings has remained high and has grown significantly at Assembly sessions. IRENA is referenced and quoted more frequently than in previous years and has worked prominently toward aligning the global energy transition process with the development and climate agendas. In terms of personnel, the workforce is diverse, and the Agency has reached gender balance across its core post holders. That said, the Agency will prioritise improvements on gender balance within the organisational hierarchy as well. IRENA has also taken measurable steps to make its operations and meetings sustainable.
44. This self-evaluation is IRENA's first such undertaking and has given the space to reflect on how best to measure the relevance and impact of work to Members and the global community. The Agency gained essential insights throughout the process, which will assist in the establishment of the monitoring system, as requested in the MTS.
45. The self-evaluation helped to create a baseline for future reviews. As a result of the findings, IRENA's internal processes will be further streamlined over the next programmatic cycle.

Attendance at events will be systematically recorded in an improved manner to ensure factual representation instead of relying on estimated data in future. This will also include systematic collection of qualitative feedback.

46. It was evident that language barriers hamper the reach and impact, so further efforts have to be made to achieve multilingualism in programmatic work. IRENA is grateful to Members who provided resources for the work in different languages. Members are invited to support IRENA's efforts on multilingualism for the benefits of its global membership.
47. IRENA has undertaken significant efforts to attract and retain highly qualified and committed personnel over the biennium. Nevertheless, the Agency takes note of the decrease in applications received for advertised vacancies and will strive to attract a wider pool of suitable candidates.
48. No reference to IRENA was found for 67 Members during the desk research, some of which had country-level work completed with the Agency. IRENA will seek to gather more information and feedback from Members to understand the reasons behind this, so that it can take corrective actions.

Quotes from Members and external stakeholders

“Gender equality has always been one of our core values and therefore we are very pleased to see IRENA's increasing efforts in improving the knowledge base, informing policymakers, and integrating the gender perspective within the energy transition discourse.” – Member

“IRENA assessments have helped countries to identify areas where improvement is needed, and to set realistic targets for renewable energy and energy efficiency implementation.”
– Regional entity

“We are very pleased to see all steps that IRENA is taking as an official custodian agency for tracking progress towards SGD7. This is an important validation of IRENA's mandate and a sign of partnership with other international organisations.” – Member

“IRENA jobs report motivated us to generate a national estimate of RE jobs in 2019.” – Member

“We are also using your INSPIRE tool for our research. It's just very helpful to already be able to see some general patterns like the rise of China, or the relative lack of cross-cutting tech.” – External

“The European Union renewables target increased from 27% to 32% as a result of the REmap study on RE prospects in the EU by IRENA.” – Member

“IRENA's Planning for the Renewable Future: Long- term Modelling and Tools to Expand Variable Renewable Power in Emerging Economies is an excellent review of these issues and the capabilities of existing models.” – External

The Government of the Kingdom of Eswatini is extremely grateful to IRENA for their support in the development of the Eswatini Energy Masterplan. IRENA has not only supported the development of the plan but also helped develop a new institutional capacity with regard to energy planning in the country. Recently IRENA assisted the country in developing the Renewable Readiness Assessment report, which is a key document for the development of the renewable energy sector. It is evident that the partnership between the Ministry and IRENA is really bearing fruits in the Eswatini energy sector.” – Member

“A perfect mix of sessions, speakers, science and visitors!” – External
“... a great, inspirational and very successful event!” – External

“As a result of the meetings held at IRENA, it was agreed to hold a large-scale IRENA forum on the prospects of introducing green

“auctions.”
– Member