

INTERNATIONAL RENEWABLE ENERGY AGENCY

Fifteenth meeting of the Council

Abu Dhabi, 8-9 May 2018

**Note of the Director-General
IRENA IT strategy 2018-2022 and IT-related initiatives**

1. The IRENA IT strategy for 2018-2022 provides a high-level direction and vision for the work of the Agency on Information and Communication Technology (ICT) for the next 5 years, and outlines the key areas in which the ICT seeks to support IRENA's business units and contribute to the delivery of IRENA Mid-term Strategy 2018-2022 (MTS). The present note provides an overview of the IT strategy framework for 2018-2022 and presents the status of two major IT-related projects initiated in the last work programme and plans for further enhancements during the biennium.

IRENA IT Strategy 2018-2022

2. During the MTS period, the Agency should maintain and consolidate its IT capabilities to continue to provide IT services and solutions to IRENA business units to achieve the Agency's objectives for the next 5 years. The strategy reflects the importance attached to the ICT as a driver of digital transformation towards continuous higher institutional effectiveness and efficiency, an enabler of the development of value-added business capabilities on Renewable Energy (RE) (through integrated IT platforms and applications), and one of the main pillars of the organizational resilience and compliance.

3. Five IT strategic goals are defined in alignment with the MTS: a) IT operational excellence delivery, b) Greater business insight and governance, c) Higher effectiveness through digital transformation, d) Enabler of core and added-value business capabilities on RE, and e) Improved resilience and compliance.

4. Five IT building blocks (programmes) are established to deliver the above IT strategic goals:

- a) **RUN & MODERNISE**: maintenance, upgrade and modernisation of the infrastructure and IT services both in the HQ and the Bonn office. Key initiatives include Bonn infrastructure revamping, video-conferencing infrastructure upgrade, internet connectivity upgrade;
- b) **TRANSFORM & OPTIMISE**: improving administrative systems as well as internal communication and collaborative tools to support IRENA staff in efficient and effective management of resources, as well as in the delivery of work programs. Key initiatives include the ERP maintenance and evolution, and the intranet revamping;
- c) **ENABLE & INNOVATE**: development, maintenance and evolution of IRENA platforms and applications on RE (such as the Website, Navigator, Marketplace) towards better integration and outreach, as well as for the support of IRENA events. Key initiatives include the integration of platforms, the maintenance and evolution of IRENA website;
- d) **GOVERN & FORTIFY**: delivery of business continuity and information security programmes as well as IT governance framework. Key initiatives include the development of key IT related policies, the establishment of Enterprise Architecture practice, the development of the Business Continuity Plan (BCP);
- e) **BUILD & PARTNER**: capacity building which consists in developing the required partnerships with key business units as well as the ICT internal resources skills to support the delivery of above initiatives and the current IT strategy.

5. The IT strategy highlights also the key trends and drivers that have been identified as being of relevance. Examples are technologies for platforms integration and data / information governance, Digital marketing including Social media and Search Engine Optimization (SEO), Business Intelligence (BI) and Big data, Enterprise Architecture (EA), Artificial Intelligence (AI) / Machine Learning (ML).

6. Finally, the IT strategy provides a high-level implementation roadmap of the IT building blocks as well as the guiding principles which will ensure that the IT strategy initiatives can be prioritised, delivered and monitored in an effective manner and will realize the expected impact and contribution to the overall IRENA strategy:

- a) Results Oriented: create value, evaluate and monitor performance, Focus on concrete outcomes;
- b) Business Alignment: build on business capabilities, create consistency and constancy of propose;
- c) Continual Improvement: focus on process, assure quality at the source, follow standards & best practices; and
- d) Cultural Enablers: team building, cross-functional teams, customer oriented, end-to-end service.

IRENA ERP

7. The IRENA ERP (Enterprise Resource Planning) project is an organisational endeavour aimed at improving the operations across the Agency which is focused primarily on administrative functions. Oracle Fusion, which is a cloud-based ERP application, was used to streamline and automate end-to-end business activities and manage resources more efficiently and effectively in an integrated and controlled manner. The ERP implementation included the following modules:



8. Due to the complex scope of this project, and to facilitate smooth transition as well as to mitigate the risks associated with implementing a comprehensive system, the go-live was planned in multiple waves, spanning over few months, with each wave delivering a specific group of functionalities (modules) which are of similar nature to replace each of the legacy systems and processes. The launch of each module was preceded by comprehensive training sessions for the relevant user groups. As of today, majority of the modules have gone live and few are in the final stage of rollout. Activities for the stabilisation, support, maintenance and enhancements are ongoing.

IRENA Website

9. The goal of this project was to integrate more than fifteen different websites into one unified user experience and a common look and feel, using a new Content Management System (CMS) called SiteCore. In doing so, IRENA is now able to deliver one consistent message across all the business areas while being able to focus on the technical resources on maintaining a single system. The CMS enabled different content editors across all IRENA divisions as well as the communications team to manage changes easily through a streamlined process.

10. IRENA new website went live in late 2017 and successfully delivered enhancements in the following content areas:

- Homepage (new design, clean structure, access from mobile);
- Newsroom (easy search, recommended content, sharing capability);
- Publications page (enhanced search, related publications, collections, share);
- Events (tagging enables showing related events on all Topic and Initiative pages);
- Topic pages showcase our work and knowledge output;
- Initiative pages attract targeted users and establish linkages.

11. The new website has been also powered by a state-of-the-art back-end cloud infrastructure for better performance, security and availability. Continual improvements related to the support, maintenance and evolution of the system are ongoing.

Objective of the session

The objective of this session is to present the IRENA IT Strategy 2018-2020 in alignment with the MTS, and give an update on two major IT-related Initiatives which are the ERP and the IRENA website.