



**Update on the Implementation of the
2012 Work Programme and Budget**

Introduction

1. This update seeks to provide an overview of the Agency's main achievements and challenges during the past five months since the Second Assembly session in January 2012.
2. Over its short lifetime, IRENA has established sound foundations that have enabled it to gradually shift its focus from administrative and management matters to programmatic activities. This transformation has occurred in a relatively short period of time, and IRENA is now becoming a recognised global platform and a sought-after partner in the world of renewable energy, as well as in the broader context of sustainable development.
3. IRENA is implementing its programmatic activities in partnership with global stakeholders in manifold forms – regional entities, policy makers, technical experts, the private sector, international organisations, R&D institutions, academia and civil society. Forging partnerships with these vital actors remains central to IRENA's efforts in promoting desirable changes and contributing to the agenda of sustainable development. With a complement of some 60 regular staff, IRENA has organised workshops, developed key knowledge products, worked with Member Countries that sought its assistance, partnered with relevant entities, published documents and participated in debates in national, regional and global fora.
4. This report provides an account of progress on the implementation of the Work Programme to date and outlines plans for the remainder of the year 2012. It also provides information on the Agency's financial and human resources.

Strategic management

5. As of 31 May 2012, a total of 97 States and the European Union had ratified the IRENA Statute and deposited an instrument of ratification or accession. Regular interaction has been maintained with the Members, and the Director-General has held a number of high-level talks and participated in Members' conferences, summits and other global meetings. At headquarters, the Director-General holds meetings with representatives of Member States and regional groups present in Abu Dhabi to ensure regular exchanges of information and timely feedback on issues of mutual interest. Upon invitation, the Director-General has also visited a number of Member Countries, including France, Japan, the United Kingdom and Iceland, where he promoted the Agency's mandate and gained first-hand understanding on how IRENA can benefit from, and contribute to, the national efforts in accelerating the deployment of renewable energy.

6. As part of its outreach, IRENA has been active in working with countries which have yet to deposit their instruments of ratification or apply for membership with IRENA. The Director-General delivered a keynote address at the 6th Annual New Energy Forum in Beijing, China and discussed the possibilities for cooperation with both policy makers and the industry. Similar discussions were held with officials from Brazil and Russia. IRENA also participated in regional and group meetings, such as MENAREC, CEM, G20 SIDS and PALM, to identify complementarities in activities and promote a spirit of cooperation with different countries, institutions and constituencies. As a result, IRENA has been called upon to assist the country hosting next MENAREC¹ in preparations of the meeting, and to increase its engagement with SIDS². In addition, IRENA has been asked to work with relevant institutions in synthesizing analyses of renewable energy development and deployment policies in G-8 countries.
7. IRENA continues to form and strengthen partnerships with relevant stakeholders. A number of formal agreements have been concluded including with the International Energy Agency, REN21, New Energy and Industrial Technology Development Organization (NEDO), KTH Royal Institute for Technology, National Renewable Energy Laboratory (NREL), ICLEI, and the Masdar Institute for Science and Technology. These partnerships provide mutually beneficial platforms for cooperation to ensure complementarity of efforts and prudent use of resources.
8. In support of The International Year of Sustainable Energy for All, the United Nations Secretary-General launched a global initiative Sustainable Energy for All (SE4ALL). To support this process, the Secretary-General has also formed a High-Level Group on Sustainable Energy for All, of which the Director-General is a member. The High-Level Group developed a Global Action Agenda aimed at achieve the initiative's three objectives of ensuring energy access for all, doubling the rate of energy efficiency and the global share of renewable energy.
9. SE4ALL initiative provided a unique opportunity for IRENA to contribute to the global agenda by promoting the role renewables can play in addressing the challenges ahead. Within the context of the Global Action Agenda, IRENA has provided technical expertise and quantitative analysis to support the development of the SE4ALL renewable energy target. IRENA has also developed a range of underlying assessment sheets for different priority areas, which provide data on the impact of different renewable energy technology options and applications towards achieving the target. The Agenda embraces a range of IRENA's programmatic activities, specifically renewables in cities and islands, and the

¹ MENAREC5 Declaration

² Barbados Declaration on Achieving Sustainable Energy for All in Small Island Developing States (SIDS)

global renewable energy atlas. IRENA's relevant activities are specifically referred to in the document including the Renewables Readiness Assessments, the Global Renewable Energy Resource Map, and Renewable Energy Scenarios and Strategies. Furthermore, IRENA has been requested, together with UNEP, to develop an indicator system for renewable energy, as well as to contribute to a monitoring, reporting and verification framework.

10. In preparation for the upcoming Rio+20 Conference, IRENA has sought ways to make a meaningful contribution and use the opportunity to promote the positive impact renewables can play across the three pillars of sustainability. As a member of the SG High Level Group on SE4ALL, the Director-General will participate in events aimed at highlighting voluntary commitments to the three targets of the initiative. IRENA will host a side event to showcase and seek broader participation in the Global Atlas and, with the Government of Mozambique, co-host a High-Level side event on Africa energy future. IRENA has also been invited to participate in side events organized by Japan, UNIDO, ECREE, UNDESA, WIPO, Eletrobras (Brazil), and the Climate Institute.
11. Measures continue to be taken to improve internal management systems and ensure compliance with legislative requirements. The Policy on Ethics and Conflict of Interest adopted by the Assembly in its decision A/2/DC/7 was promulgated on 14 February 2012 by directive ST/Directive/2012/4. The Code of Conduct annexed to the Staff Rules, revised to ensure consistency with the Policy and consequent amendments to the Staff Regulations adopted by the Assembly in its decision A/2/DC/8, has been promulgated by directive ST/Directive/2012/10. As a result, all staff members at the P-5 level and above are now required to submit Disclosure of Interest form, as well as other individuals who have been informed by the Director-General that the requirement applies to them. Pursuant to decision A/2/DC/7, the Director-General has also appointed an Ethics Officer. All elements of the Ethics Policy will be in place after the Council appoints three of its members as members of the Ethics Advisory Board.
12. Pursuant to Staff Regulation 9.2, staff have initiated the establishment of a staff representative body, so that staff/management relationship and interaction can be formalized. At present, a draft Constitution and draft electoral regulations are being developed by a group of volunteers.
13. The Headquarters Agreement between the Agency and the United Arab Emirates has been finalized and signed in a ceremony on 3 June 2012. The Agreement recognizes the commitment of the Government of the United Arab Emirates to host IRENA's Headquarters in Abu Dhabi. It will regulate the relations between the Government and IRENA and facilitate the functioning of the IRENA Headquarters. Furthermore, the

implementation of Host Country Agreement between the Agency and the Federal Republic of Germany is in the process of being finalized.

14. In March 2012, two staff members were on mission to Bamako in Mali, during the time when the military coup took place. The Agency sought help from a number of Member Countries and the United Nations in order to guarantee security of the staff, and safe exit should an evacuation become necessary. The staff safely left the country a few days later. While the necessary arrangements had been made due to good will and a spirit of cooperation, it has become evident that the Agency needs to make formal arrangements should similar situations occur in the future. At present, options are being explored and a proposal will be submitted to the Council at its next meeting.

Programme of Work

- a) Knowledge Management and Technology Cooperation
15. Within the vision of creating a credible, authoritative and easily accessible knowledge framework that would facilitate the decision-making process of IRENA Members, the Knowledge Management and Technology Cooperation (KMTC) sub-programme continues its work of systematising global knowledge on renewable energy. In this context, progress has been made in developing a Global Atlas to map renewable energy resources worldwide. During the Third Clean Energy Ministerial meeting in London, a side event in cooperation with the CEM Multilateral Working Group on Solar and Wind Technologies was held to present the latest developments. In addition, 12 countries signed a declaration of interest to support the Atlas. Contractual arrangements with key technical partners –namely, Mines ParisTech, DLR and NREL, are being negotiated. The Global Atlas was listed as one of the International Year of Sustainable Energy for All action items, and it will be showcased at the Rio+20 Conference in June 2012.
 16. As part of the effort to provide reliable global renewable energy statistics, a series of renewable energy country profiles for Latin America and the Caribbean is in the final stages of preparation. It is envisaged that the series will be launched at the Rio+20 Conference. Cooperation with the Latin American Energy Organization (OLADE) is being strengthened, so as to facilitate further information sourcing and exchange.
 17. IRENA is in the process of developing a framework of objective indicators to assess the progress on renewable energy deployment. In this context, IRENA will bring together experts and institutions active in the fields of statistics, energy planning, macroeconomics and renewable energy policy in order to develop a concept note. To launch this process, a brainstorming session is planned at the margins of the Rio +20 Conference.

18. KMTC has continued to work on the improvement and deployment of the Renewable Readiness Assessment (RRA) methodology. The mid-term review of the methodology is currently underway, with a workshop having been held on 22 April. Base on the feedback received, the methodology is being further developed to ensure that the assessments capture facts necessary for an informed decision-making. This new methodology will be applied in assessments to be conducted in Peru (July 2012), Granada (July 2012), and Kiribati (August 2012). The rollout of the RRA process at the regional level will take place in ECOWAS and in SADC later in the year.
19. Comprehensive data on renewable energy are lacking in most developing countries. However, numerous projects, programmes and initiatives exist, which can be used to develop systematic and regular renewable energy evaluation processes. In this context, KMTC is developing a qualitative and quantitative Renewable Energy Data-collection Framework (REDAF) to enable the tracking of renewable energy trends and efforts by countries at the national level. This information would be disseminated to Member States and stakeholder groups, and the process would be systematised by IRENA within a global framework.
20. A REDAF workshop was held on the margins of MENAREC 5 at Morocco, in May 2012. It brought together a multi stakeholder group comprising government officials, private sector, academia, financial and funding organizations, as well as civil society. The importance of timely and accurate data collection in a standardized format at country level and aggregated to a global framework was reiterated. The workshop also provided insights into the preconditions necessary for improving the data collection process in a country. It was also noted that validation of data sets need to involve of a variety of stakeholders.
21. In partnership with the Global Wind Energy Council (GWEC), a thorough assessment of the successful policy environment to promote the development of wind power is being carried out. A workshop to develop a common understanding of political, regulatory and economic parameters across key markets, and to engage in dialogue with selected countries for development of the wind sector was held in Copenhagen in April 2012. The draft report on 12 country experiences in development and IRENA best practices was sent to the focal points of the assessed countries for review.

b) Policy Advisory and Capacity Building

22. The Policy Advisory and Capacity Building (PACB) sub-programme has commenced an assessment of renewable energy tariff-based support mechanisms. This assessment will provide an overview of the evolution of tariff-based support schemes, as well as current trends in renewable energy tariff-based support mechanisms. It will analyse the relative success or failure of these countries in the implementation of renewable energy-based auctioning schemes, in order to present lessons learned and guidelines for policy makers.
23. In order to provide accurate and up-to-date information on national renewable energy policies to policy makers and academic actors, IRENA and the IEA are working on a joint policy database. PACB, in collaboration with the IEA, will expand the current geographical scope of the Global Renewable Energy Policies and Measures Database. This database will be updated on a biennial basis through the national focal points.
24. Contributing to the vision of better understanding the socio-economic value of renewable energy, PACB is working on an in-depth assessment of the links between renewable energy and job creation. This project studies recent employment trends and statistics, long-term developments in renewable energy employment, as well as the employment effects in developed and developing countries. It will also provide specific evidence of the job creation potential of renewables and an analysis of linkages of the development of jobs in the renewable energy sector. A detailed outline of this assessment has been completed.
25. In June 2012, “Renewable Energy Jobs and access” report has been published. The report highlights the employment dimension of projects intended to improve rural energy access and build local capacity. These include a series of case studies, contributed by IRENA partner organisations working with practitioners in Central America, Sub-Saharan Africa and Asia. Case studies showcase the employment aspect of rural RE enterprises that rely on a broad range of sources and associated approaches, including biogas, briquette-making, small-scale hydropower, improved cook-stoves, solar home systems and other solar technologies. This report is among the first to address this topic at depth, bringing to light successful projects from around the developing world and giving greater visibility to this essential dimension of the energy access debate.
26. IRENA, in cooperation with the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) and the Alliance for Rural Electrification (ARE), is in the process of organising the International Off-Grid Renewable Energy Conference. The Conference will bring together different stakeholders and generate more dialogue on existing barriers and potential solutions for the massive deployment of off-grid solutions, with particular emphasis on the involvement of the private sector. The city of Accra, Ghana has been selected to host the Conference in November 2012, immediately after the ECOWAS

High-Level Forum in order to maximise synergies and facilitate participation in both events.

27. An in-depth analysis of financial flows and mechanisms for renewable energy in developing countries is currently being finalized. The study will provide insight into the size, source, and recent trends of investments, identify information gaps and needs, and highlight best practices for larger and small scale financing of renewable energy projects in developing countries. The report draws on data and analysis of the local RE finance context in different countries, including Brazil, Mexico, India, Thailand, Egypt and South Africa.
28. The first call for project proposals of the Abu Dhabi Fund for Development (ADFD) for renewable energy projects in developing countries will be announced at the Rio+20 Conference in June 2012. IRENA will provide required technical and administrative assistance during the project submission and selection process.
29. Based on the analytical work carried out in 2012 and on consultations with countries, the private sector, and other stakeholders, IRENA's capacity-building strategy is being developed. This document aims to map out focus areas and modes of implementation of the Agency's capacity-building services. A draft strategy will be presented to the members at a side-event during the third meeting of the Council. It is envisaged that the strategy will be finalized by the fourth Council meeting.
30. In cooperation with regional stakeholders, IRENA is developing two capacity-building initiatives targeting the ECOWAS region and Pacific SIDS. The proposal and implementation plan for ECOWAS is being developed jointly with the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE). The planned areas of intervention for this region cover institutional, policy and regulatory frameworks, financing aspects, strengthening of entrepreneurship and educational institutions.
31. The initiative aimed at addressing the Pacific SIDS capacity building is being developed in cooperation with The Secretariat of the Pacific Community (SPC), University of South Pacific (USP), Sustainable Energy Industry Association of the Pacific Islands (SEIAPI), Pacific Power Association (PPA), and Renewable Energy and Energy Efficiency Partnership (REEEP). The focus is on institutional, policy and regulatory frameworks and educational institutions.
32. IRENA's Renewable Energy Learning Partnership (IRELP) is a "one-stop shop" for renewable energy education and training with the objective of raising awareness of available education and training opportunities in the renewable energy sector and thereby

enhancing their accessibility. The platform was launched in April 2012 during an event on the margins of the CEM Multilateral Working Group for Solar and Wind Energy Technologies. Current activities in this area include development of the IT infrastructure for the web-platform, gathering and entering datasets for the training and education database, gathering and entering training material for the library and provision of information on webinars and specific training events.

33. The Scholarship Programme is part of IRENA's capacity-building programme aimed at providing knowledge and innovative research opportunities for highly accomplished students from various regions of the world. It is also opening up high-level communication channels between energy policy makers and students through the IRENA Lecture Programme. The on-going activities within this Programme include maintaining contacts and working relationships with the Masdar Institute for Science and Technology, communication related to the programme, and continued implementation of the high-level Lecture Programme. The applications for the Programme for 2013 closed on 31 May 2012, with the new cohort of students to be selected in September 2012.

c) IRENA Innovation and Technology Centre

34. In order to assist governments in their efforts to develop efficient and effective renewable energy technologies and innovation strategies, the IRENA Innovation and Technology Centre (IITC) is collecting and analysing data on scenarios and strategies with the aim of transforming them into policy-relevant information for decision makers. The report on key renewable energy technology issues for Africa is being finalised to assist countries in identifying technologies that are relevant to them. The models for the ECOWAS and the Southern African power pools have been further improved, and reports are under preparation. In June 2012, the tool and results will be discussed with regional energy planners in Dakar, Senegal.
35. As a part of the scenarios and strategies activities in the Pacific, a regional database of diesel generators has been established and the technical potential to operate these generators under partial and variable load has been assessed. A number of software packages for power system simulation has been identified and is under consideration. Once in place, this will assist in assessing the feasibility of operating Pacific islands power systems with high shares of variable renewables.
36. A report that focuses on the role of electricity storage for island power was released during the SIDS meeting in Barbados in May 2012. This report was developed at the request of IRENA island state members as part of the Agency's broader work on renewable energy for islands. The report analyses the role that electricity storage can offer

in meeting the challenges of variable electricity demand and supply, associated with renewable energy, and assesses smaller systems suitable for use with remote electricity systems and islands, with a special focus on developing countries.

37. In cooperation with the Government of Japan, a workshop on renewable energy for Pacific islands was held in Okinawa in May 2012. The workshop discussed technology solutions aimed at addressing specific Pacific islands challenges, with the focus on grid stability and renewable energy use in transportation. The summary of these discussions which include recommendations and action plans for possible technology solutions to accelerating renewable energy deployment in Pacific islands.
38. The manufacturing industry currently consumes one third of global energy with only 9% coming from renewables. As part of the efforts to strengthen technology and innovation strategies, IITC is currently developing a technology roadmap for manufacturing. This roadmap is based on stakeholder workshops to identify potential opportunities and barriers for renewables in the manufacturing industry. A background document has been prepared providing an overview of renewable energy applications in the manufacturing sector. This document has been shared with the participants of the first workshop on “Renewables for a New Product Mix?”, which took place on 19 April in Brussels, Belgium. A draft report on renewable energy in the manufacturing industry in India, with specific focus on small- and medium-size enterprises, is being finalized, and preparations for a workshop on this topic are underway.
39. A technology roadmap on renewables deployment in cities, exploring opportunities and barriers for renewables in cities is currently being developed. An overview of existing studies on renewable energy and energy efficiency opportunities in cities has been compiled. This information has been used to structure the first workshop on “Renewables for Resilient Cities”, which took place on 12 May in Bonn, Germany, on the margins of the ICLEI annual Congress. It is envisaged that a second workshop dedicated to renewable energy deployment in developing country cities will take place in September, on the margins of the UN Habitat’s World Urban Forum.
40. A report on technology dissemination from Asia and Brazil to Africa is being developed, to help translate renewable energy potential and strategies into a framework for technology funding. Different stakeholders have been contacted in the context of this project, including industries, private companies, and government and non-governmental agencies across Africa and Asia. Moreover, several institutes and organisations in India have been visited to better understand the technology transfer and diffusion process for PV, solar thermal and bioenergy technologies. The purpose is to learn the key barriers and driving forces for deployment of technology applications and diffusion. As results, key

practical points to promote the deployment and diffusion of renewable energy technology applications in developing countries have been identified. These points will be further studied and discussed with stakeholders, in order to formulate strategic advice and recommendations.

41. Progress has been made in the development of a patent platform to make patent information easily accessible to Member Countries. A concept on the patent platform is being developed in collaboration with WIPO and EPO. This, among other things, was discussed with technical experts and other stakeholders in an informal workshop on innovation frameworks for accelerating renewable energy technologies, on 22 May.
42. In order to facilitate a better understanding of costs and the potential for cost reductions through technology development and market deployment to accelerate renewables uptake, IITC has published five studies that analyse the cost and performance of key renewable power generation technologies: wind power, solar photovoltaic (PV), concentrating solar power (CSP), hydropower and biomass for power generation. The datasets used were gathered from a variety of sources and will be supplemented over time with new project cost data collected from countries. IRENA cost studies are intended to assist countries with renewable energy policy development and planning.
43. With the vision of providing up-to-date technology data, IRENA has prepared eight technology briefs, which will be finalized in July 2012. The topics covered by the briefs include electricity storage, thermal storage, renewables for desalination, liquid biofuels, bio-ethylene, bio-methanol, biomass for co-firing and heat pumps. Further briefs are under development.

Administration and Management Services

44. Administration and Management Services (AMS) successfully completed the development of “Business Policies and Procedures” to ensure efficient, transparent and accountable functioning of Human Resources, Finance, Procurement and Travel. All policies, procedures and related forms have been made available to all staff on IRENA intranet, REsource, and relevant staff were provided training to ensure proper application and accountability. As part of a comprehensive review and rationalization of administrative processes in the Agency, the Director-General promulgated the Delegation of Authority Manual. The Manual defines the principles under which authority is delegated to Secretariat officials and ensures accountability mechanisms.
45. An Enterprise Resource Planning (ERP) to automate the policies and processes of HR, Finance, Procurement and Travel is at present being procured. A request for proposals was communicated in February 2012 to ERP technology leaders SAP, Oracle and

Microsoft. Nine bids were received in March 2012, and a technical evaluation panel has completed the evaluation of the bids. It is envisaged that ERP should be in place before the end of 2012.

46. Work is on-going on preparing the move of IRENA's offices to the new HQ complex in Masdar. Office space and ICT requirements have been appraised and schematic design process has been completed, reflecting the needs of IRENA as an international organization. Meanwhile, conference facilities have been created at the 5th floor of the current IRENA premises. These facilities can accommodate up to 80 participants, which is ensuring cost effective and simplified arrangements for larger meetings. Furthermore, necessary IT and related preparatory work has been completed at the office in New York.
47. Pursuant to decision A/1/DC/2 of 4 April 2011 on the Transfer of Assets and Liabilities from the Preparatory Commission to the International Renewable Energy Agency, the liquidation of the Preparatory Commission has been formally completed in March 2012. The audited closing balances of the Preparatory Commission served as a basis for establishing the opening balances of all assets and liabilities of the Agency, effective 6 April 2011. IRENA financial statements for the year 2011 have also been audited in May 2012. The findings of both audit reports were positive and, together with respective financial statements, the reports will be reviewed by the Council for submission to the third Assembly.
48. Pursuant to decision A/1/DC/9 of 4 April 2011 on multilingualism, the Secretariat has engaged the services of a consultant with extensive experience in the organization of language services in multilingual international organizations to identify options with concrete measures, including cost implications, aiming at a progressive integration of official UN languages to advance the work of the Agency, based on a reasonable and cost-effective use of the resources of the organisation. As requested, the Secretariat will submit a report on this subject to the Assembly at its third session for its guidance on the matter.
49. Pursuant to Staff Regulation 2.9, the Staff Performance Appraisal System has been successfully implemented with timely delivery of 2011 performance appraisals and establishment of 2012 performance indicators. Furthermore, procurement of insurance services for compensation in the event of death, injury or illness attributable to the performance of official duties for the staff has been completed and will be contracted shortly.
50. The IRENA website is in the process of being redesigned. New design and features will provide more comprehensive, user-friendly, and content focused features. The website

will also host a members-only section, REMember. Completion of this effort is expected by October 2012.

ANNEX I: Budgetary and Human Resources

Approved budget

The total approved budget of IRENA for 2012 is US\$ 28.4 million, of which US\$ 16 million were expected through contributions from all Members and Signatories, US\$ 7.9 million from the Government of the United Arab Emirates and US\$ 4.5 million from the Government of Germany.

Income

As of 31 May 2012, US\$ 11 million has been received under the core budget from 44 Members, representing about 69% of the expected income through assessed contributions (excluding surplus from previous contributions being carried over).

Contributions totalling US\$ 175,000 were received from Finland and the UAE towards the Fund for Developing Country Representatives.

Approved and filled posts

Of the total 72 posts approved by the Work Programme, 54 are currently filled and 18 are vacant. 11 posts are under active recruitment.

Figure 1: Staffing Status as of 31 May 2012

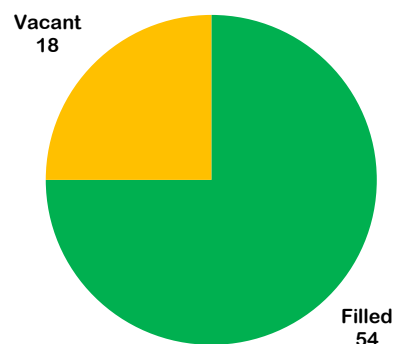


Figure 2: Gender Balance as of 31 May 2012

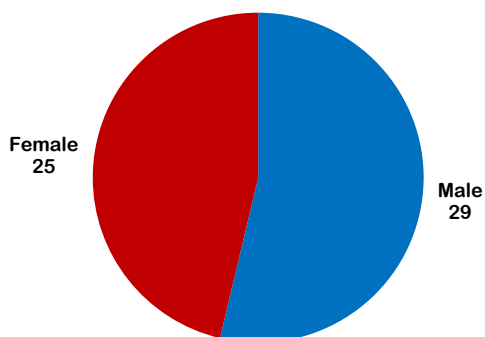


Figure 3: IRENA Staff Nationalities, Fixed term and Secondees, as of 31 May 2012

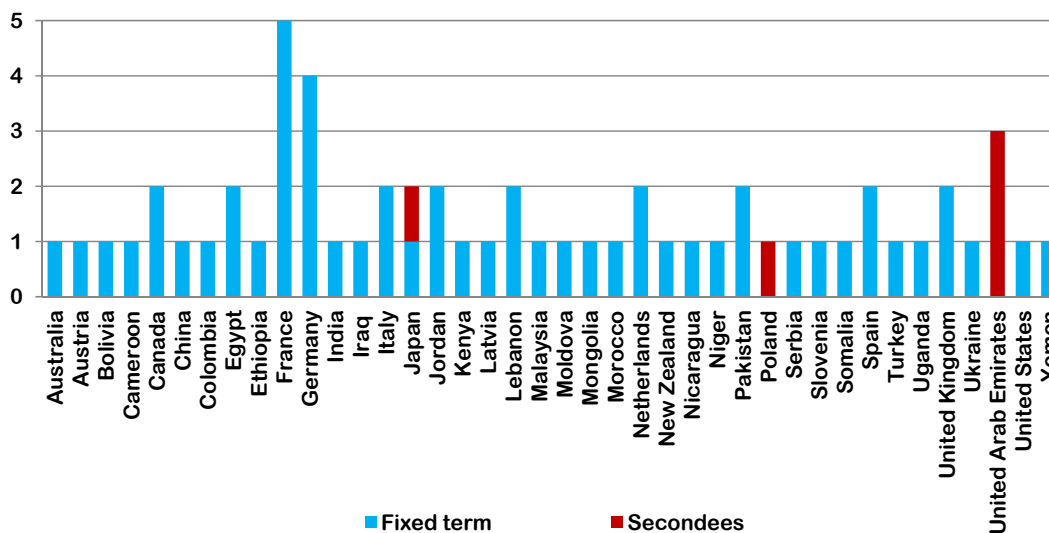


Table 1: Approved and filled posts by level

| Level | Approved | Filled |
|---|-----------|-----------|
| ASG | 1 | 1 |
| D-2 | 1 | 0 |
| D-1 | 4 | 3 |
| P-5 | 17 | 12 |
| P-4 | 7 | 5 |
| P-3 | 20 | 17 |
| P-2/1 | 2 | 2 |
| <i>Sub-total Professional and above</i> | 52 | 40 |
| General Services | 20 | 14 |
| Total | 72 | 54 |

Table 2: Seconded staff and staff on loan

| Division | Title | Seconded/loaned by |
|----------|---|--------------------|
| SMED | Project Officer, General Management | Poland |
| | Liaison Officer | UAE |
| | Project Officer, Governance Support Office | UAE |
| KMTC | Senior Project Officer - Technology Cooperation | Japan |
| IITC | Project Officer | Japan |
| AMS | Human Resources Officer | UAE |

Figure 4: Contributions to the 2012 core budget by status

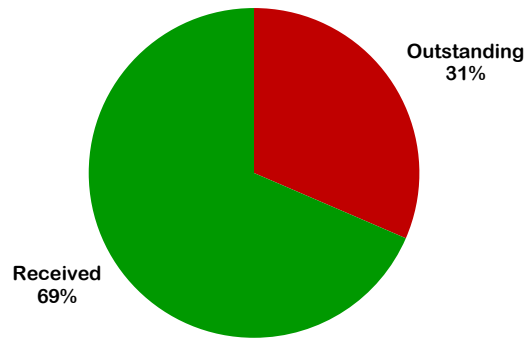
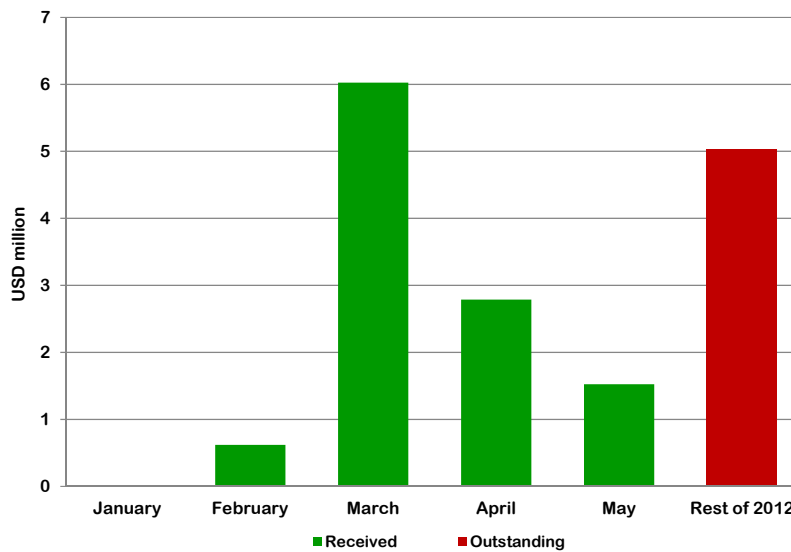


Figure 5: Value of contributions to the 2012 core budget, received and outstanding*



* Contributions to the core budget yet to be received

Figure 6: Number of countries contributing to the 2012 core budget, received and outstanding

