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Abu Dhabi, 11-12 January 2020

## **Work Programme and Budget for 2020-2021**

\* The Work Programme and Budget for 2020-2021 adopted at the tenth session of the Assembly includes the revised Scale of Assessments contained in document A/10/CRP/1.

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## Introduction

1. The implementation of the 2015 milestones of the 2030 Agenda for Sustainable Development and the Paris Agreement is underway. These inherently connected, and mutually reinforcing, processes are providing a framework for international co-operation, with the goal of a sustainable, prosperous world where no one is left behind. Energy runs through all facets of these global agreements and it is a decisive element for their achievement.
2. Over the next decades, every part of the energy-related systems will be affected by changes in demand and consumption, developments in climate policy and continuous technological advancements. It is difficult to know what a coherent and reasonably swift transition to a new energy system could be, as systemic innovation and ingenuity of the participants are opening new avenues for progress. It is certain however that the ongoing changes are transformational and already profoundly affecting the system that has evolved over the past century. Importantly, previously unimagined possibilities are emerging for millions who lack access to energy.
3. Renewable technologies, coupled with energy efficiency, provide an immediate, cost-effective solution in the quest for economic prosperity, social inclusion and a climate-safe future. Amid widespread efforts to accelerate progress, renewables have become a cornerstone of the local, national, regional and global strategies. The variety of policy, market and application options is rapidly increasing in all corners of the world and renewable power capacity has already reached some 2,400 GW in 2018<sup>1</sup>. This is nearly a third of the global installed capacity. As accelerating uptake brought economies of scale, the cost of wind and solar energy fell drastically, and countries continuously raised their ambitions. Mainstream projections on renewables envisage a profound impact, based on a compelling business case, resulting in a macro-economic footprint and rapid pace of innovation.
4. Considerable progress has been made, but much remains to be done. The world is lagging behind its set agenda on development and climate. Estimates suggest that under a business-as-usual scenario around 600 million people will still not have access to electricity by 2040. Investments are still reflecting the business-as-usual approach; IRENA estimates that redirecting some 18 trillion of already planned investments toward clean energy infrastructure is needed<sup>2</sup>. Solutions for transport, heating and cooling are lacking, and supporting infrastructure must evolve. But IRENA's 160 Members, along with over 20 in the accession process, collectively possess the knowledge, experience and means to change this paradigm.

## Strategic Direction

5. The ongoing energy transitions are unprecedented due to their scale and the profound impact on the established socio-economic, technological and geopolitical trends around the world. This underlines the need for both concerted action on near-term priorities and a shared understanding of the long-term vision. In the course of preparations of the Proposed Work Programme and Budget for 2020-2021, IRENA sought feedback from the membership on the priorities for the coming biennium<sup>3</sup>. Reflecting the global nature

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<sup>1</sup> *Renewable Capacity Statistics 2019*: <https://www.irena.org/publications/2019/Mar/Renewable-Capacity-Statistics-2019>

<sup>2</sup> *Transforming the Energy System – and holding the line on rising global temperatures*: <https://www.irena.org/publications/2019/Sep/Transforming-the-energy-system>

<sup>3</sup> All Members were invited to provide written input in February 2019. Programmatic Framework was discussed at the 17<sup>th</sup> meeting of the Council in June 2019.

of the Agency, Member feedback showed that a diverse set of objectives, including development imperatives, sustainable growth, climate change, energy security, energy poverty and local pollution considerations, drive the energy transitions. IRENA's work must align with these objectives.

6. Progress will require the latest knowledge, evolving policies, continuous innovation, large volumes of investment and inclusive multi-stakeholder co-operation. IRENA's mission set out in the Medium-term Strategy (MTS) 2018-2022<sup>4</sup> responds to these requirements. It calls for the Agency *“to play a leading role in the ongoing transformation of the global energy systems as a centre of excellence for knowledge and innovation, a global voice of renewable energy, a network hub for all stakeholders and a source of advice and support for countries”*. The MTS strategic objectives below provide orientation to successive programmatic cycles:
  - Empower effective policy and decision-making by providing authoritative knowledge and analysis on renewables-based energy transformation at global, national and sectoral levels;
  - Shape the global discourse on energy transformation by providing relevant timely, high-quality information and access to data on renewable energy;
  - Provide an inclusive platform for all stakeholders to foster action, convergence of efforts and knowledge sharing for impact on the ground; and
  - Support country-level decision-making to accelerate the renewables-based transformation of their energy systems, advance strategies to decrease global emissions and achieve sustainable development.
7. The MTS further highlights IRENA's global membership as a major asset to access the wealth of knowledge, experience and expertise that exists in countries for the common good. Member feedback underscores this point, and all countries, regardless of the level of development, call for international collaboration. This collaboration is particularly important as the speed and scale of the energy transition hinge upon an acceleration of the learning curve and mobilisation of the necessary finance and investment at scale. Fittingly, the MTS places particular focus on enabling policy, regulatory and technical frameworks, and business models and financing instruments. It calls on IRENA to undertake work that helps facilitate private investment and support key actors in channelling finance toward renewables.

### **The Way Forward**

8. The energy sector has changed dramatically, even in the short time since the adoption of the MTS. Renewable energy targets are now commonplace, and even a target of 100% renewable power is becoming mainstream. Major economies are setting zero-carbon goals by mid-century, sending an important signal to markets that business-as-usual is no longer an option. These decisions are accelerating energy transitions, but there is a divide between this ambition and the ability to attract investment at the necessary scale.
9. Accurate, timely and trusted data and analyses will be needed more than ever to support policy and investment decisions. Regulatory frameworks will be needed to enable private investment and effectively leverage public funds. And there has to be a pipeline of projects that will translate investment into a sustainable energy infrastructure that not only decarbonises the sector but, importantly, secures a just and inclusive transition.

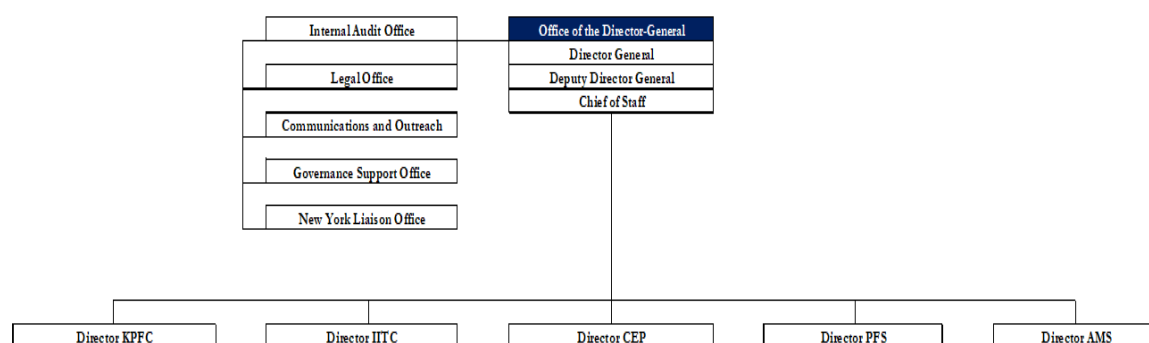
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<sup>4</sup> A/8/11 of 13 January 2018

10. IRENA must continue to use its comparative advantages to support countries in realising their ambitions and drive change. The Agency possesses technical expertise, analytical capability and a global reach. In the next biennium, analytical excellence will remain the backbone of IRENA's work, complemented by a greater effort to translate it to impact on the ground. Therefore, the Agency's analytical and empirical work will be superior in quality to provide authoritative and timely knowledge on renewables and energy transitions and support the development of enabling frameworks. Building on this work, IRENA will leverage and convene partners and stakeholders to facilitate creation of a pipeline of projects to attract investment, most notably from the private sector.
11. The Proposed Work Programme and Budget for 2020-2021 outlines a proactive agenda that anticipates Members' needs and drives collective action, underpinned by analytical and empirical excellence. Building on the work to date, it streamlines the programmatic output to fewer, but more impactful activities, with a decisive shift to action on the ground. In doing so, the Agency must be mindful not only of its advantages but also of its constraints. Given near-universal membership, IRENA must be efficient in organising its work to be able to serve all its Members and maintain the global coverage.
12. Given that the Agency has already worked at the regional level and has significant knowledge of the circumstances at these levels, it was assessed that IRENA's work could be organised around 15 geographical clusters. Working at the regional and sub-regional levels will enable the Agency to efficiently use its limited resources, while promoting cross-border collaboration and priority setting. IRENA's data and analyses will follow the same patterns, to support informed and timely policy considerations and decision-making. Such an approach will contribute to the pertinence and superiority of its analytical work, providing a unique view on the energy transitions. It will also facilitate a proactive approach to identify gaps and needs for the creation of enabling frameworks and attracting investments at scale.
13. IRENA will convene investors, international financing institutions (IFIs), multilateral and development banks (MDBs), the private sector and international organisations to create a space for dynamic matchmaking. It will promote a consistent approach that encourages the development of enabling frameworks and convene those who possess the abilities and means to realise impact on the ground. To be proactive in this work, IRENA will convene regular Forums tailored to regional and sub-regional needs and requirements. The Forums will be shaped by the latest empirical and analytical information, guided by an understanding of the participating countries' needs and existing partner activities. This will be the primary space for Agency-wide activities, will consolidate the currently fragmented engagement with Members, and will also promote systematic dissemination of knowledge and facilitate peer-to-peer collaboration. Regular dialogues among and with countries will also help prioritise IRENA's technical assistance and capacity building efforts while promoting its work. Predictability of Forums will provide an opportunity to engage with local stakeholders on areas of programmatic activities. This approach will also increase efficiency in programme delivery, as the number of stand-alone events will be dramatically reduced. Internally, it will promote close cross-divisional co-ordination which, in turn, will further improve the quality and effectiveness of IRENA's service to its Members.
14. In this vein, IRENA will also seek out and leverage platforms to support matchmaking and exchange of experience. For example, the Climate Investment Platform (CIP) announced at the UN Secretary General's Climate Action Summit in September 2019 could be considered as an organising framework for IRENA activities. This Platform was founded by IRENA, UN Development Programme (UNDP), Sustainable Energy for All (SEforALL) in collaboration with the Green Climate Fund (GCF) as an inclusive partnership with the objective to promote accelerated, transformative and scaled-up investments.

**Institutional Considerations**

15. In today's challenging global context where varied agendas are competing for limited resources, proving added value is of utmost importance. The clarity of IRENA's purpose, timeliness of its mandate and global membership give the Agency a privileged space. Sustaining and increasing Members' engagement is needed for the Agency's success, and the generosity of their input can set IRENA apart in impact and effectiveness. To tap into the vast knowledge that exists in the membership, co-operation with national and industry experts, academic institutions and research entities from developed and developing countries will be enhanced. IRENA will also look for opportunities for collaborative projects with Members that can augment the programmatic output, such as through initiatives, events and programmes.
16. IRENA has also proposed a re-alignment of its organisational structure in line with new priorities (see organisation chart below). The new structure clarifies the focus and direction of IRENA's work. The Office of the Director-General will rebalance its strategic and managerial responsibilities including by defining the roles of the Deputy Director-General and Chief-of-Staff. The new structure will ensure managerial stability and promote predictability in the implementation of programme and support functions.
17. The Country Engagement and Partnerships division (CEP, previously Country Support and Partnerships) will streamline its current functions to simplify access to the Agency's services and consolidate country, regional and sub-regional information. CEP will thus become the Agency's window to Members and partners worldwide. This is especially pertinent given the focus on regional and sub-regional levels, which will require both substantive understanding of local circumstances and thorough knowledge of actors. CEP will facilitate the engagement of other programmatic divisions, namely the IRENA Innovation and Technology Centre (IITC) and the Knowledge, Policy and Finance Centre (KPFC) to deploy analyses, data and methodologies.
18. To date, IRENA evolved several activities related to project facilitation. However, this work is spread across the Agency, hampering the coordination and impact. Given the Member focus on investment and project development, and the urgent need to accelerate progress in this regard, it is proposed to create a programmatic division for Project Facilitation and Support (PFS). Creating a dedicated institutional space for project facilitation will bring coherence to the existing activities, leverage their complementarities and accentuate the areas where additional work is necessary. The PFS will comprise existing project-oriented activities such as the Project Navigator, the Sustainable Energy Marketplace, the IRENA / ADFD Project Facility and related technical assistance and capacity building activities. PFS will lead the work related to project facilitation, access to finance and investment and IRENA's support to Nationally Determined Contribution (NDC) implementation. In line with the work to date, IRENA will provide technical assistance to support the development of enabling frameworks and pipeline of projects. It will extend expert support and technical assistance to Members, where necessary. PFS will mainly be resourced by voluntary contributions. Selected core posts will be redeployed from respective divisions, and a limited increase of 1-D1 is proposed to guide the division.



19. This structural alignment will be accompanied by the empowerment of the senior team and managers to perform their duties through systematic planning and monitoring, an appropriate delegation of authority and continuous improvement of business processes. In line with recent efforts, engagement with staff through their associations and elected representatives will be systematised to secure staff input in the institutional matters that affect their work environment and welfare.

### Monitoring and Evaluation

20. To date, efforts have been made to capture and report some of the impacts of programmatic activities, mainly by illustrating the work through strategic communications and in annual reports. In recent months, IRENA has undertaken its first self-evaluation as required by the MTS, which creates an empirical baseline for better monitoring and evaluation of the programmatic output<sup>5</sup>. Building on this work, a monitoring and evaluation system will be gradually mainstreamed in all facets of Agency work. It should be noted that the MTS also envisages mid-term external evaluation<sup>6</sup>, which will take place during the 2020-2021 programmatic cycle.

### Resources

21. The core assessed budget, amounting to USD 44.46 million for the biennium, reflects USD 43.13 million approved for 2018-2019 biennium and USD 1.33 million assessed contributions from new Members who joined since 2018. Core non-assessed contributions comprise USD 10.89 million from Germany for the IRENA Innovation and Technology Centre and USD 9.12 million from the United Arab Emirates<sup>7</sup> (USD 5 million for IRENA operations, USD 0.92 for information technology infrastructure and USD 3.2 million for governing body meetings) and USD 1.7 million from other Members.
22. Members emphasised that their ambition for the Agency cannot be met through core resources only and encouraged a diversified resource base. Dedicated efforts in this regard have resulted in securing multi-year voluntary contributions from Denmark, the European Commission, Germany, Norway, and the NDC Partnership Climate Accelerated Enhancement Package (CAEP), collectively amounting to over USD 16 million. Discussions are underway with several other Members. The Proposed Work Programme therefore integrates the activities that will be supported by these already-secured voluntary contributions to promote coherent programmatic delivery and transparency in resource availability.

<sup>5</sup> C/18/INF/3

<sup>6</sup> A/8/11, paragraph 21

<sup>7</sup> The United Arab Emirates also provides housing allowance averaging USD 2.2 million biennially.

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23. The tenth anniversary of the IRENA's establishment will occur in the upcoming programmatic cycle. A decade ago, the prevailing narrative on renewables was that of high costs, unreliability and uncertain futures. This is no longer the case. Today, renewable energy is a backbone of global development and climate strategy. The past decade is a reminder that IRENA is not just another international organisation, but a symbol of confidence that foresighted decisions and collective action can bring solutions for the future. Its work must now adapt to the new circumstances to respond to evolving dynamics, anticipate Members' needs and drive change on the ground.



## I. Centre of Excellence for Energy Transformation

*Objective: Empower effective policy and decision-making by providing authoritative knowledge and analyses on renewables-based energy transformation at global, national and sectoral levels.*

24. Over the years, IRENA has become a trusted source of transparent data, widely used by Members, the private sector, international organisations, media outlets and others. This data also serves as the basis for the Agency's knowledge products, and advisory and support activities and enhances the credibility of IRENA analyses, demonstrates the business case of renewables and facilitates work on the ground.
25. This work remains core to the Agency's work. IRENA estimates that renewable energy supply, energy efficiency and increased electrification of end-use sectors can deliver over 90 per cent of energy-related emission reductions<sup>8</sup>. Analysis highlights that the socio-economic footprint of such a pathway would boost global gross domestic product (GDP) by 2.5 per cent by 2050, along with additional employment, health and environmental benefits. It finds, however, that such benefits will be achieved only if policies to promote a just, fair and inclusive transition are in place. The work under this Pillar streamlines IRENA's analytical and empirical work to a few, well-established products that provide timely, objective and rigorous information to Members. This knowledge is critical to informed decision-making and central to the scaling up of investments to required levels.
26. Going forward, IRENA will collect data and structure its analyses to inform work at regional and sub-regional levels. Data collection and analyses will be undertaken with the rigour, accuracy and timeliness that the profoundness and manifold facets of the global energy transition require. Renewable energy data will continue to be collected from every country. This makes the Agency the only source of detailed information on renewable generation, capacity, energy balances and off-grid deployment that is global in scope. This work will continue to feed into the tracking of Sustainable Development Goal (SDG) 7 on energy, where IRENA serves as co-custodian of the energy goal together with the International Energy Agency (IEA), the United Nations (UN), World Bank and World Health Organization (WHO).
27. IRENA's cost data, collected from real-life projects, plays an indispensable role in understanding the trends, costs and performance of renewable technologies. This work will continue with an increased focus on regional and sub-regional assessments to help understand cost drivers and patterns. This builds on IRENA's ongoing efforts to determine the drivers of country-level cost structures, meeting Members' increasing demand to consider local circumstances that influence costs of technologies. Efforts will be made to provide regular insights on the costs and performance of storage and other supporting technologies, given the importance of such issues. Complementing this information, IRENA's Global Atlas will be maintained and further developed to enhance the quality and quantity of its maps to provide investment-grade information. This information will become increasingly important as the Agency's focus shifts toward project facilitation and investments.
28. Sustained market growth for renewable energy technologies can only be achieved if expectations regarding performance, safety and durability are met. IRENA's work on quality assurance and standards is filling an important knowledge gap. The Agency will continue to collect best practices for the development of quality assurance systems for renewable energy. The resulting information will populate the International Standards and

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<sup>8</sup> *Global Energy Transformation: A roadmap to 2050 (2019 edition):*

<https://www.irena.org/publications/2019/Apr/Global-energy-transformation-A-roadmap-to-2050-2019Edition>

Patents in Renewable Energy (INSPIRE) platform which provides decision-makers, project developers and entrepreneurs a strategic window into renewable energy patents and standards.

29. Many solutions to transform the global energy system exist, but more must be found to achieve sustainable development and a climate-safe future. IRENA has done considerable work on capturing innovation trends, as well as gaps, to both raise awareness and convene stakeholders. Having focused on the power sector to date, IRENA will shift its concentration to end-use solutions, including the potential for their electrification. IRENA Forums will provide a space for dissemination of this knowledge as well as for collection of information on local solutions and best practice that may be replicable and beneficial to other Members.
30. Close alignment between analytical and convening work will help shape IRENA's engagement on the ground and enrich the Agency's analyses. Over the years, selected knowledge products have shown their potential to shape the global energy discourse. These well-established products will continue to be developed with ever-greater rigour, timeliness and excellence.
31. IRENA's Renewable Energy Roadmap (REmap) will continue to develop medium- and long-term scenarios, aligned with global development and climate objectives. IRENA will expand and add components on energy efficiency, system flexibility and end-use to the REmap tool to provide a holistic picture of the energy system. The tool will be deployed in selected regions to develop more nuanced analyses of possible transformation pathways and inform potential investment patterns. Sub-regional engagement will provide refined insights, timely adjustments and accurate information that will improve IRENA's ability to monitor progress toward global goals.
32. Given the breadth of changes in the energy sector, it is essential to work across sectors, geographies and communities. The integrated nature of these changes must be understood to ensure the solution to one challenge is also the solution to others, manage synergies and trade-offs and secure a just and inclusive transition to a prosperous, climate-proof future. The Agency's work to date has shown a pressing need to understand how the energy system interacts with the broader economy. Thus, IRENA will evaluate the socio-economic footprint created by different combinations of energy policies and socio-economic factors, providing a comprehensive view of the outcomes of transformation pathways, and showing likely effects on GDP, employment and human welfare.
33. The Agency has made great strides in the dual effort of establishing a new institution while securing its place in the global energy landscape. Moving forward, the Agency must ensure that it strengthens its institutional focus and capacity to deliver on its important mandate. The quality of staff will determine the success of the Agency, since it cannot succeed unless it attracts, develops and retains the right people to carry out the tasks entrusted to it. The Agency also needs to be a mirror of its membership in its geographical diversity and gender balance.
34. To retain the best professionals and enhance its own capacities, IRENA will prioritise high standards of ethics, fairness, transparency, empowerment and accountability, as well as the culture of continuous learning, high performance and managerial excellence. This approach to human capital will promote institutional excellence in the challenging, dynamic environment of the energy frontier and ensure that the Agency is well-prepared to meet the expectations of its membership. Attracting and retaining the best talent, ensuring diversity of personnel to reflect IRENA's global membership and improving gender balance, including at the senior levels, will also be priorities for the coming years.

For example, analysis of Human Resources patterns has shown that staff are seeking learning opportunities and career prospects. Every effort will be made to create these, given their impact on staff retention. Externally, IRENA will strengthen collaboration with those who can contribute to the excellence of its work, including through exchange of personnel. Special efforts will be made to engage academic and research institutions worldwide to secure input into the Agency's work.

## OUTPUTS<sup>9</sup>

### Data

- Annual statistics: renewable capacity, renewable energy, off-grid
- Jobs Annual Review (annual)
- Annual update on power generation costs
- Annual update on patents and standards
- Global Atlas data updates on renewable potentials
- IRENA/IEA Policies and Measures Database
- The Energy Progress Report: Tracking SDG7\* (annual, jointly with IEA, WB, WHO and UN)

### Talent

- Human resources and workforce planning strategy
- Performance management

- Refinement of Staff Rules and updated HR Manual
- System for engagement of academia, researchers and the private sector
- Training and Staff Development Strategy

### Analyses

- Global Energy Transformation (annual)
- Measuring the Socio-Economic Footprint
- Innovation Landscape: Renewable Electricity in End-use.
- Global Landscape: Renewable Energy Finance
- 3rd Innovation Week
- ASEAN energy transition outlook\*
- Central America energy transition outlook\*
- Impact of Innovation on Energy Transition\*

| Core budgetary requirements  |        |                            |              |
|--|--------|----------------------------|--------------|
| Core assessed and core non-assessed <sup>11</sup> resource requirements 2020-2021 (in USD thousands) | 14,083 | Proportion of IRENA budget | 21%          |
| <b>Breakdown of <i>core assessed</i> and <i>core non-assessed</i> costs (in USD thousands)</b>       |        |                            |              |
| Staff costs  |        |                            | <b>6,092</b> |
| Non-staff costs  |        |                            | <b>7,991</b> |
| <b>Non-staff costs by division</b>   |        |                            |              |
| IRENA Innovation and Technology Centre   |        |                            | 5,587        |
| Knowledge, Policy and Finance Centre   |        |                            | 2,177        |
| Administration and Management Services   |        |                            | 227          |

<sup>9</sup> Outputs marked with Asterix (\*) are fully or partially funded by voluntary contributions. In Pillar 1, this includes contributions from Denmark, the European Commission, and the World Bank/EBRD.

## II. Global Voice of Renewables

*Objective: Shape the global discourse on energy transformation by providing relevant, timely, high-quality information and access to data on renewable energy.*

35. At a time when countries are making highly consequential decisions on their energy strategies, IRENA will continue to be the authoritative voice of renewable energy, its business case and its potential for a just transition. Ambitious investments in the energy sector – reshaping power generation, transport and other energy uses on both supply and demand sides – can provide many of the quick wins needed for a sustainable future. Renewable energy sources, coupled with steadily improving energy efficiency, offer the most practical and readily available solution to global warming within the timeframe set by the UN Intergovernmental Panel on Climate Change (IPCC). Government plans in place today envisage investment of at least USD 95 trillion in energy systems over the coming three decades<sup>10</sup>. However, many of these plans and related investments are still locked in the unsustainable system of the past. IRENA estimates that over USD 18 trillion will have to be redirected towards clean energy solutions.
36. Members encouraged the Agency to continue to influence the global energy discourse and promote cross-sectoral thinking through its analytical products. As a result, IRENA will consider topical issues from multiple angles to provide deeper and more nuanced analyses for diverse audiences. Through informed investments, regions, countries and communities can improve access to energy and scale up renewables cost-effectively, make steady gains in energy efficiency and achieve extraordinary synergies through electrification. If socio-economic needs and aspirations are fulfilled in parallel, such changes are likely to gain acceptance and endure beyond the current urgency to act.
37. Aligned with IRENA's work at the regional and sub-regional levels, providing insights on different aspects of enabling frameworks will be paramount. Analysis of markets will capture the wealth of knowledge and experience; it will identify emerging renewable energy trends at the intersection of public policy and market development. Timely assessments of policy options will assist Members in their decision-making and support the Agency's efforts to catalyse investment at scale. IRENA will continue to consider the technology aspects of the energy transition, especially regarding the integration of variable renewable energy (VRE) in the power system, given the growing shares of solar and wind. Analyses of renewables in end-use sectors, including transport, heating and cooling, will also be prioritised, given the delayed progress in these areas. In response to Member feedback, IRENA will facilitate collaboration among countries with shared interests and concerns. This will include targeted discussions on the integration of VRE, universal access, hydropower, fiscal policies and geopolitics of the energy transformation, among others. To facilitate and encourage expert analyses and debate, IRENA will introduce a working papers series, which will provide a knowledgeable and informed basis for IRENA's analytical work at a higher level. Given the continued importance of access and the increasing need for off-grid solutions, the series will cover topics including distributed generation, and access and electrification planning. Importantly the series will also consider the impact of energy on different facets of the broader sustainable development agenda. These series will fill the information gaps and ensure the Agency's solid knowledge base, but in a less resource-intensive manner.

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<sup>10</sup> *Transforming the Energy System – holding the line on rising global temperatures:*  
<https://www.irena.org/publications/2019/Sep/Transforming-the-energy-system>

38. Renewable energy is a key driver of progress in development and climate efforts. In 2020, countries have an opportunity to communicate new or updated NDCs. Alignment of NDCs with energy strategies and long-term plans is required for further progress and IRENA will provide the knowledge and tools to assist Members in this regard. Similarly, the intersection of renewables and SDGs is of interest to many Members, and IRENA will build upon its work to examine such relationships.
39. To underpin its role as the Global Voice of Renewables, IRENA will step-up proactive communication and outreach. Public information and communications play a role in reaffirming the relevance of IRENA's work and in invigorating its credibility, image and reputation. In this context, the Agency will pursue multiple avenues to communicate with diverse audiences. IRENA will co-operate with communications and social media actors who can amplify reach and better target audiences for more significant impact. In this regard, multilingualism will be used as a tool to disseminate knowledge and enable greater participation in programmatic activities. Furthermore, IRENA will systematically collect information on its reach and impact to better profile the effects of its programmatic activities and make timely adjustments where needed.

## OUTPUTS<sup>11</sup>

### Enabling Frameworks

- Power Market Design for the Energy Transition
- Market Analysis: Africa
- Ecosystems for Sustainable Livelihoods
- Policies at the Time of Transition: Transport (with IEA and REN21)
- Leveraging Local Capabilities (selected technologies)
- 6th and 7th Global Policy Day

### Technology Insights

- Toolbox for long-term planning: methodologies and best practice
- Grid codes for variable renewable energy (VRE)

- Value of storage in national energy systems report and toolkit
- Global assessment of geothermal energy

### Topical Analyses

- Gender and Renewable Energy report
- NDCs and Renewable Energy Targets\*
- Geopolitics of the Energy Transformation\*
- Analytical briefs, guidelines and working papers on topical issues (bio-energy\*, hydrogen, hydropower, off-shore wind, power-to-X, standards, VRE integration, auctions, fiscal policies, target design, distributed generation, cities\*, renewable options for buildings\*, market-based mechanisms, access and electrification planning).

| Core budgetary requirements  |        |                            |       |
|--|--------|----------------------------|-------|
| Core assessed and core non-assessed <sup>11</sup> resource requirements 2020-2021 (in USD thousands) | 11,011 | Proportion of IRENA budget | 17%   |
| <b>Breakdown of core assessed and core non-assessed costs (in USD thousands)</b>                     |        |                            |       |
| Staff costs  |        |                            | 5,324 |
| Non-staff costs  |        |                            | 5,687 |
| <b>Non-staff costs by division</b>   |        |                            |       |
| Office of the Director-General   |        |                            | 2,215 |
| IRENA Innovation and Technology Centre   |        |                            | 799   |
| Knowledge, Policy and Finance Centre   |        |                            | 2,673 |

<sup>11</sup> Outputs marked with Asterix (\*) are fully or partially funded by voluntary contributions including from Denmark, Japan, Germany and the Walloon Region of Belgium.

### III. Network Hub for Energy Transformation

*Objective: Provide an inclusive platform for all stakeholders to foster action, convergence of efforts and knowledge sharing for impact on the ground.*

40. The nature and pace of the energy transitions differs between countries and regions as the needs and capacities are increasingly nuanced. Supported by rigorous analyses, objective information and timely data, IRENA will devote considerable efforts to translating its knowledge into targeted action on the ground. One of the priorities highlighted by Members is the need to drive investment to scale. To maximise impact while using its limited resources, IRENA will proactively work with groups of countries at sub-regional levels, or around issues of common interest. With this approach, IRENA will have sustained, more predictable engagement adapted to the requirements of Members with shared interest and needs. This engagement will also include facilitating peer-to-peer collaboration among Members to enable the exchange of knowledge and experience, and the capturing of best practice. Special effort will be devoted to support Small Island Developing States (SIDS) and Least Developed Countries (LDCs) in line with the global effort to leave no one behind.
41. A central part of IRENA's work going forward will be the creation of a partnership base around regional initiatives, aimed at sustaining political commitment, engaging key stakeholders and helping channel resources to accelerate renewable energy deployment. Targeted activities, rooted in strong ownership by local actors, will be adapted to prevailing circumstances and needs in each region and sub-region. Engagement of stakeholders who can meaningfully contribute to scaling-up investments and facilitating projects will be prioritised, including multilateral and financial institutions, private companies and investors.
42. Regional co-operation is a key element to boost efficiencies and bring about economies of scale in the deployment of renewable energy technologies. Adopting an integrated approach to trans-boundary energy issues – such as planning, trade, regulatory frameworks and policies, regional power infrastructure and other factors – allows countries to benefit from access to a wider range of renewable resources at affordable prices. Importantly, an integrated approach facilitates investment at scale that is necessary for countries to meet their development and climate targets.
43. Working to promote cross-border co-operation, IRENA currently organises regional activities worldwide. With valuable lessons acquired over the last years within the established action plans and regional initiatives, the Agency is refining its approach to be more proactive in their implementation. Going forward, this will include more granular work at sub-regional levels to drive targeted action for the creation of enabling environments and investment at scale.
44. IRENA's work will continue to be guided by regional action plans and initiatives, developed through iterative processes and wide consultations. These include the Communiqué on the Africa Clean Energy Corridor and the West Africa Clean Energy Corridor (WACEC), the Economic Community of Central African States (ECCAS) Renewable Energy Roadmap, the ASEAN-IRENA Memorandum of Understanding, the Astana Communiqué on Accelerating the Uptake of Renewables in Central Asia, the Abu Dhabi Communiqué on Accelerating Renewable Energy Uptake in Latin America, the Clean Energy Corridor for Central America (CECCA), the Pan-Arab Clean Energy Initiative (PACE), the Abu Dhabi Communiqué on Accelerating the Uptake of Renewables in South East Europe (SEE) and RE Solutions for Mountainous Communities in Hindu Kush Himalayas.

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45. Collaboration with regional institutions and entities will remain central to IRENA activities as they are key partners for the organisation of regional and sub-regional Forums. These include the Arab League, ASEAN and its Centre for Energy (ACE), African Union Commission, Central American Integration System (SICA), Energy Community, the European Union, International Centre for Integrated Mountain Development (ICIMOD), Latin American Energy Organization (OLADE) and Regional Centre for Renewable Energy and Energy Efficiency (RECREEE), among others.
  46. Regional action agendas and initiatives will continue to guide the Agency's regional work in successive programmatic cycles, maintaining a longer-term perspective while working step-by-step to transform energy systems. In this context, IRENA will convene regular Forums at sub-regional levels to gather policy-makers, partner institutions, MDBs, IFIs, the private sector and project developers, among others, to promote the creation of enabling frameworks and stimulate investment flows through matchmaking projects with financiers. IRENA Forums will be a primary space for the Agency-wide activities, consolidating the currently fragmented engagement with Members.
  47. IRENA's capacity building and technical assistance activities will be guided by the priorities and requests identified at Forums. Similarly, they will be used to disseminate IRENA knowledge products to ensure their wide diffusion, facilitate the exchange of experiences and peer to peer collaboration and encourage feedback and input. It is envisaged that the CIP will be an effective organising framework, as it brings a structured approach to assisting countries with setting ambitious but realistic targets, policy and regulatory frameworks, risk mitigation instruments and access to private and public finance. The Agency's partnership with UNDP and other implementing agencies will help sustain the follow-up, given their presence at the country level.
  48. The creation of collaborative platforms and leveraging partnerships is essential to ensure the sustained impact of IRENA's work. The growing momentum of climate action has provided a strategic opportunity to advance selected activities and priorities. The Agency will continue to improve and expand its established initiatives within this space.
  49. With the strong support of IRENA Members, the SIDS Lighthouses Initiative (SIDS LHI) received a renewed boost at the UN SG's Climate Action Summit, where it was profiled as a part of the SIDS Climate Package. As part of this package, IRENA's future work with SIDS will prioritise the development and implementation of NDCs. This will include proactive engagement with partners to channel resources to key areas, taking into consideration development objectives outlined in the S.A.M.O.A. Pathway. With support from development partners<sup>12</sup>, the Agency will also continue to provide direct assistance to SIDS in the AIS, Caribbean, and Pacific regions on issues such as island energy roadmaps, grid integration, end-use sectors (such as transport), nexus, climate resilience and project support and facilitation.
  50. The Global Geothermal Alliance (GGA) initiative, launched at the 21<sup>st</sup> session of the Conference of the Parties (COP21) in Paris, is a global platform for improved dialogue, co-operation and co-ordinated action among policy-makers, industry and other stakeholders to increase the use of geothermal energy. IRENA will continue to co-ordinate the implementation of the GGA Action Plan, provide expert contributions and facilitate peer-to-peer co-operation. With substantive and financial support from GGA members, IRENA will be able to further consolidate and disseminate knowledge

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<sup>12</sup> Denmark, Germany and Norway pledged support for SIDS LHI at the 2019 Climate Action Summit.



on the complex challenges associated with geothermal development for power generation and direct use of heat, helping to unlock investments on a global scale.

51. Renewable off-grid solutions play a critical role in supporting rural electrification and are a major enabler for the achievement of the SDG agenda. In this regard, IRENA's ambitious approach to catalysing action on the ground requires participation of a wide range of partners. The Agency will seek to drive change in the context of the Sustainable Development Agenda by promoting decentralised renewable energy solutions for food security, gender, healthcare and humanitarian responses, among others. To this end, IRENA is concluding collaborative arrangements with the United Nations and its specialised organisations, including Food and Agriculture Organization (FAO), UN High Commissioner for Refugees (UNHCR) and WHO to provide expert input into their work. IRENA will also effectively use its International Off-grid Renewable Energy Conference (IOREC) platform to accelerate progress of rural electrification.
52. Collaboration with the Africa Renewable Energy Initiative (AREI), Clean Energy Ministerial (CEM), Island Renewable Energy Initiative (IREI), International Solar Alliance (ISA), Marrakesh Partnership for Global Climate Action (MPGCA), Mission Innovation and NDC Partnership remains a high priority. IRENA is also a member of several of the UN Climate Action Summit initiatives including the 3% Club on Energy Efficiency; Cool Coalition, Shipping Solutions; and Solar Risk Mitigation Initiative, which will help advance the energy transition agenda. Finally, the Agency will seek to effectively engage stakeholders who need to play a role in the energy transition including the private sector, legislators, entrepreneurs, youth and citizens. IRENA's Coalition for Action will remain an avenue for such an engagement and efforts will be made to grow its contribution in content and participation.

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**OUTPUTS<sup>13</sup>**

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|--|---|
| <ul style="list-style-type: none"><li>- IRENA Forums* in regions and sub-regions</li><li>- SIDS Lighthouses Initiative*</li><li>- Global Geothermal Alliance*</li><li>- 5th International Off-grid Renewable Energy Conference*</li><li>- Implementation of regional action agendas and clean energy corridors in Central Asia, Latin America*, Middle-east and North Africa*, South Asia*, South East Asia* Southeast Europe* and Sub-Saharan Africa*</li><li>- Partnerships to promote deployment of decentralized renewable energy solutions*</li></ul> | <ul style="list-style-type: none"><li>- Assessment of renewable energy in agri-food chains*</li><li>- Country-specific assessments for electrification of rural health centers*</li><li>- Collaborative engagement with international organisations, multilateral institutions and initiatives*</li><li>- Coalition for Action</li><li>- Long-Term Energy Scenarios campaign and network*</li></ul> |
|--|---|

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<sup>13</sup> Outputs marked with Asterix (\*) are fully or partially funded by voluntary contributions including from Denmark, Germany, Japan, Norway and the NDC Partnership.



| <b>Core budgetary requirements</b>   |               |                            |              |
|--|---------------|----------------------------|--------------|
| <b>Core assessed and core non-assessed resource requirements 2020-2021 (in USD thousands)</b>  | <b>11,037</b> | Proportion of IRENA budget | <b>17%</b>   |
| <b>Breakdown of <i>core assessed</i> and <i>core non-assessed</i> costs (in USD thousands)</b> |               |                            |              |
| <b>Staff costs</b>   |               |                            | <b>4,860</b> |
| <b>Non-staff costs</b>   |               |                            | <b>6,177</b> |
| <b>Non-staff costs by division</b>   |               |                            |              |
| Country Engagement and Partnerships  |               |                            | 3,896        |
| Knowledge, Policy and Finance Centre   |               |                            | 1,013        |
| Project Facilitation and Support   |               |                            | 1,268        |

**IV. Source of Advice**

*Objective: Support country-level decision-making to accelerate the renewables-based transformation of national energy systems, advance strategies to diversify energy sources, reduce global emissions and achieve sustainable development.*

53. Driven by its cost-competitiveness, the share of renewable energy in the global energy mix has been rapidly increasing. While renewable energy investments have seen steady growth over the last decade, a rapid scaling-up is necessary to meet climate and sustainable development goals. This entails building a strong pipeline of investment-mature projects, which requires addressing the perception of high risk, making investment volumes more attractive to large-scale investors and improving market transparency through quality information on project profiles and available financing options.
54. If countries are to meet their goals, current constraints must be overcome to improve access to capital and mobilise private sector investment at scale. Facilitating projects from initiation to full investment maturity can enhance project quality and visibility, leading to improved market liquidity. Furthermore, building on a standardisation of contracts and a simplification of the process to access funds, small-scale projects can be aggregated into larger bundles, thereby increasing investment volumes. Particularly, off-grid renewable project financing faces significant challenges due to limited financing access, low affordability of consumers and high transactions costs, among other things. Supporting instruments must therefore be implemented to facilitate off-grid investment and secure access for all.
55. To date, IRENA has developed a suite of tools, methodologies and platforms to support project facilitation. The Agency's site assessments help characterise, qualify and screen potential sites, which saves project development costs by addressing site identification risk. To date, IRENA has registered over 100 of such assessments undertaken in the past couple of years. The Project Navigator provides capacity building and support to developers to create investment-ready projects. And the Sustainable Energy Marketplace connects project owners, financiers/ investors, governments, service providers and technology suppliers to bring projects to fruition. These tools were used to support the work of the IRENA / Abu Dhabi Fund for Development (ADFD) Project Facility to support replicable, scalable and potentially transformative renewable energy projects in developing countries. ADFD committed USD 350 million in concessional loans, over seven annual funding cycles, to renewable energy projects recommended by IRENA.
56. Going forward, IRENA will consolidate its project facilitation work within the Project Facilitation and Support (PFS) division. This holistic approach will enable IRENA to better understand capacity building and technical assistance needs for the creation of enabling frameworks and a pipeline of investment-ready projects. Given the magnitude of this task, strong partnerships will be required at all levels, most importantly with Members, but also with multilateral banks, financing institutions, private investors and stakeholders along the project value chain. These partnerships will also strengthen the Agency's ability to judge when it needs to directly engage at the country level or be supported by other partners in areas where they are better placed to assist.
57. In this respect, IRENA will prioritise the activities that contribute to the creation of enabling frameworks and the development of project pipelines. Given the difficulties faced by LDCs and SIDS, IRENA will help identify and appraise options for increasing renewable energy deployment and provide targeted assistance to overcome barriers to accelerated deployment. IRENA will also provide capacity building, technical information

and facilitation services for energy transitions. This will include the Agency's established area of expertise related to data collection, policy and regulation, Renewable Readiness Assessments, outlooks and long-term plans, along with the support for integration of VRE and system flexibility. Given the multifaceted nature of the energy transitions, it is important to support Members in maximising its benefits. Upon request, capacity building and technical assistance will also be provided for the development and implementation of NDCs, as well as Members' Sustainable Development agenda, for a just transition that leaves no one behind.

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#### OUTPUTS<sup>14</sup>

- CIP implementation: Project Navigator\* and Sustainable Energy Marketplace
  - Long-term planning for energy transition\*
  - Project site assessments and feasibility assessments\*
  - FlexTool and grid integration support\*
  - IRENA/ADFD Project Facility implementation\*
  - Socio-economic footprint at the country level (five countries) \*
  - Renewable readiness assessments (RRA) and REmap\*
  - Energy transition in NDCs: development and implementation\*
  - Entrepreneurship Facility\*
- 

| Core budgetary requirements  |              |                            |              |
|--|--------------|----------------------------|--------------|
| <b>Core assessed and core non-assessed<sup>14</sup> resource requirements 2020-2021 (in USD thousands)</b> | <b>5,569</b> | Proportion of IRENA budget | <b>8%</b>    |
| <b>Breakdown of <i>core assessed</i> and <i>core non-assessed</i> costs (in USD thousands)</b>             |              |                            |              |
| <b>Staff costs</b>   |              |                            | <b>4,254</b> |
| <b>Non-staff costs</b>   |              |                            | <b>1,315</b> |
| <b>Non-staff costs by division</b>   |              |                            |              |
| Country Engagement and Partnerships  |              |                            | 606          |
| Knowledge, Policy and Finance Centre   |              |                            | 709          |

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<sup>14</sup> Outputs marked with Asterix (\*) are fully or partially funded by voluntary contributions including from Denmark, NDC Partnership, the UAE and the Walloon Region of Belgium.

## V. Strategic Management

58. The success of IRENA's mission depends on the ability to effectively engage Members, along with sound leadership and management that promotes policy coherence, programme coordination and an organisational culture of empowerment. Institutionally, IRENA has reached a level of maturity that allows for a more decentralised management structure, underpinned by effective planning and monitoring systems. The Office of the Director-General will focus on strategic management and providing the executive direction of the Agency, leading the implementation of the Work Programme and ensuring sound management of the organisation. It will ensure that the new programmatic orientation trickles through all facets of the Agency's work. It will also guide the Agency's efforts to diversify its resource base, to be fully aligned with the requirement to maintain excellence in the analytical work and enable action on the ground.
59. IRENA is the principal forum for international co-operation on renewable energy and the resulting transformation of the global energy system. Thus, Assembly sessions and Council meetings are key avenues for Members to shape the global energy agenda, monitor progress and guide the Agency on all policy, programmatic and governance matters. Plenary discussions, high-level dialogues, programmatic events and stakeholder fora and dialogues will promote the Agency's leading role in accelerating the energy transition with a view to sustainable development and climate efforts. The Agency will strive to make governing body meetings richer in substance, and more sustainable in operations and in efficiency of delivery.
60. High levels of inclusiveness and ownership are a lynchpin of IRENA's effectiveness. The Fund for Developing Country Representatives (FDCR) has been key in enabling the participation of representatives of Least Developed Countries (LDCs) and SIDS at IRENA governing body meetings. This Fund relies on voluntary contributions, and its replenishment, along with efficient management, guarantees that the advantages of the Agency's global membership are fully exploited. IRENA will also seek new avenues to secure the participation of LDCs and SIDS in its programmatic activities and institutional processes.
61. Members emphasised the need to align diverse approaches to international co-operation on energy, to ensure efficiency and avoid duplication of mandates. IRENA will collaborate with Members to promote coherence and synergies in interactions with other international processes and organisations, particularly where renewable energy-related issues are discussed. To this end, IRENA's New York Liaison Office will be used to systematically engage with the United Nations System and other partners, including to establish links to the processes related to the 2030 Agenda for Sustainable Development. Similarly, IRENA's presence in Bonn will be used to promote collaborative efforts on climate, given the geographical concentration of institutions that work on related issues. Pursuant to the Host Country Agreement, Germany is providing new premises for the IRENA Innovation and Technology Centre, which will become operational in 2020. Among other things, the Agency's new premises will also enable cost-effective use of the conference facilities.
62. The Agency will continue to work with countries that have yet to become Members, with the view to attaining universal membership and commitment to its mandate. To facilitate interaction with Members, IRENA will broaden and strengthen its engagement with Permanent Representatives at its Headquarters in Abu Dhabi. Regular briefings and discussions will be held to sustain interest in, and knowledge of, the work of the Agency.

63. The Agency will maintain a sustained dialogue with its host countries on the implementation of the respective agreements concerning the Headquarters in Abu Dhabi and the Innovation and Technology Centre in Bonn. It will also raise Members awareness on the importance of granting to the Agency the privileges and immunities it requires for the exercise of its functions.

| <b>Core budgetary requirements</b>   |              |                            |              |
|--|--------------|----------------------------|--------------|
| <b>Core assessed and core non-assessed resource requirements 2020-2021 (in USD thousands)</b>  | <b>8,503</b> | Proportion of IRENA budget | <b>13%</b>   |
| <b>Breakdown of <i>core assessed</i> and <i>core non-assessed</i> costs (in USD thousands)</b> |              |                            |              |
| <b>Staff costs</b>   |              |                            | <b>4,122</b> |
| <b>Non-staff costs</b>   |              |                            | <b>4,381</b> |
| <b>Non-staff costs by division</b>   |              |                            |              |
| Office of the Director-General   |              |                            | 4,190        |
| Administration and Management Services   |              |                            | 191          |

## VI. Enabling IRENA Delivery

64. The achievement of IRENA's strategic objectives relies on its internal capacity and institutional efficiency. Several operational processes underpin the functioning of the Agency. They include the management of finance, human resources, procurement, travel, information and communications technology, facilities, and security and safety. These functions, while not often visible, ensure efficient and effective delivery of the Medium-term Strategy and the Work Programme. Most importantly, they are underpinned by transparency and accountability that sustains Members' trust in the management of the Agency. This will remain an overriding priority in all facets of the administrative and operational support.
65. IRENA's support services remain lean, which means that efficiency of its functions and processes will be paramount. To this end, the Enterprise Resource Planning (ERP) is an important tool that enables the streamlining and automation of IRENA internal business processes. In the coming biennium, ERP efficiency and application will continue to be improved. The Agency-wide use and continuous enhancement of ERP will also facilitate a more decentralised approach to management and support increased delegation of authority. Upgrades and enhancements will continue to be made to the IRENA website, platforms, and projects related to improving connectivity and communications. In addition, cyber-security capabilities will continue to be enhanced to protect data and assets, given the growing risks in this regard.
66. Consistent with the current approach, the Agency will proactively address management recommendations provided through internal review and oversight, as well as those identified by the Agency's internal and external audit functions. Also, the IRENA staff survey will be used as a tool to inform of actions to be taken with regards to various staff management issues. IRENA will also increase the environmental sustainability through office measures and business practices, so that the Agency's important mission is reflected in its own operations.

| Core budgetary requirements   |        |                            |        |
|---|--------|----------------------------|--------|
| Core assessed and core non-assessed <sup>(1)</sup> resource requirements 2020-2021 (in USD thousands) | 15,970 | Proportion of IRENA budget | 24%    |
| <b>Breakdown of <i>core assessed</i> and <i>core non-assessed</i> costs (in USD thousands)</b>        |        |                            |        |
| Staff costs   |        |                            | 10,726 |
| Non-staff costs   |        |                            | 5,244  |
| <b>Non-staff costs by division</b>  |        |                            |        |
| Office of the Director-General  |        |                            | 1,901  |
| Administration and Management Services  |        |                            | 3,343  |

## VII. Programmatic Overview

|   |   |
|---|---|
| <b>I. Centre of Excellence for Energy Transformation</b>  | Core assessed and core non- assessed resources (in USD thousands): 14,083 |
| <i>Objective: Empower effective policy and decision-making by providing authoritative knowledge and analyses on renewables-based energy transformation at global, national and sectoral levels.</i> |   |
| <b>Outputs</b> <sup>15</sup>  |   |
| Annual statistics: renewable capacity, renewable energy, off-grid   |   |
| Jobs Annual Review (annual)   |   |
| Annual update on power generation costs   |   |
| Annual update on patents and standards  |   |
| Global Atlas data updates on renewable potentials   |   |
| IRENA/IEA Policies and Measures Database  |   |
| The Energy Progress Report: Tracking SDG7* (annual, jointly with IEA, WB, WHO and UN)   |   |
| Global Energy Transformation (annual)   |   |
| Measuring the Socio-Economic Footprint  |   |
| Innovation Landscape: Renewable Electricity in End-use  |   |
| Global Landscape: Renewable Energy Finance  |   |
| 3rd Innovation Week   |   |
| ASEAN energy transition outlook*  |   |
| Central America energy transition outlook*  |   |
| Impact of Innovation on Energy Transition*  |   |
| Human resources and workforce planning strategy   |   |
| Performance management  |   |
| Refinement of Staff Rules and updated HR Manual   |   |
| System for engagement of academia, researchers and the private sector   |   |
| Training and Staff Development Strategy   |   |

|   |  |
|---|--|
| <b>II. Global Voice of Renewables</b>   | Core assessed and core non-assessed resources (in USD thousands): 11,011 |
| <i>Objective: Shape the global discourse on energy transformation by providing relevant, timely, high-quality information and access to data on renewable energy.</i> |  |
| <b>Outputs</b> <sup>16</sup>  |  |
| Power Market Design for the Energy Transition   |  |
| Market Analysis: Africa   |  |
| Ecosystems for Sustainable Livelihoods  |  |
| Policies at the Time of Transition: Transport (with IEA and REN21)  |  |
| Leveraging Local Capabilities (selected technologies)   |  |
| 6th and 7th Global Policy Day   |  |
| Toolbox for long-term planning: methodologies and best practice   |  |
| Grid codes for variable renewable energy (VRE)  |  |
| Value of storage in national energy systems report and toolkit  |  |
| Global assessment of geothermal energy  |  |
| Gender and Renewable Energy report  |  |
| NDCs and Renewable Energy Targets*  |  |

<sup>15</sup> Outputs marked with Asterix (\*) are fully or partially funded by voluntary contributions. In Pillar 1, this includes contributions from Denmark, the UK and the World Bank/IBRD.

<sup>16</sup> Outputs marked with Asterix (\*) are fully or partially funded by voluntary contributions. In Pillar 2, this includes contributions from Denmark, Japan, Germany and the Walloon Region of Belgium.

|   |   |
|---|---|
| Geopolitics of the Energy Transformation*   |   |
| Analytical briefs, guidelines and working papers on topical issues (bio-energy*, hydrogen, hydropower, off-shore wind, power-to-X, standards, VRE integration, auctions, fiscal policies, target design, distributed generation, cities*, renewable options for buildings*, market-based mechanisms, access and electrification planning) |   |
| <b>III. Network Hub</b>   | Core assessed and core non-assessed resources (in USD thousands): 11,037    |
| <i>Objective: Provide an inclusive platform for all stakeholders to foster action, convergence of efforts and knowledge sharing for impact on the ground.</i>   |   |
| <b>Outputs</b> <sup>17</sup>  |   |
| IRENA Forums* in regions and sub-regions  |   |
| Implementation of regional action agendas and clean energy corridors in Central Asia, Latin America*, Middle-east and North Africa*, South Asia*, South East Asia* Southeast Europe* and Sub-Saharan Africa*  |   |
| SIDS Lighthouses Initiative*  |   |
| Global Geothermal Alliance*   |   |
| 5th International Off-grid Renewable Energy Conference  |   |
| Assessment of renewable energy technologies in agri-food chains*  |   |
| Country specific assessments for electrification of rural health centers *  |   |
| Partnerships to promote deployment of decentralised renewable energy solutions*   |   |
| Collaborative engagement with international organisations, multilateral institutions and initiatives*   |   |
| Coalition for Action  |   |
| Long-Term Energy Scenarios campaign and network*  |   |
| <b>IV. Source of Advice</b>   | Core assessed and core non-assessed resources (in USD thousands): USD 5,569 |
| <i>Objective: Support country-level decision-making to accelerate the renewables-based transformation of national energy systems, advance strategies to diversify energy sources, reduce global emissions and achieve sustainable development.</i>  |   |
| <b>Outputs</b> <sup>18</sup>  |   |
| CIP implementation: Project Navigator* and Sustainable Energy Marketplace   |   |
| Project site assessments and feasibility assessments*   |   |
| IRENA / ADFD Project Facility implementation*   |   |
| Renewable readiness assessments (RRA) and REmap*  |   |
| Long-term planning for energy transition*   |   |
| FlexTool and grid integration support*  |   |
| Socio-economic footprint at the country level (five countries)*   |   |
| Energy transition in NDCs: development and implementation*  |   |
| Entrepreneurship Facility*  |   |

<sup>17</sup> Outputs marked with Asterix (\*) are fully or partially funded by voluntary contributions. In Pillar 3, this includes contributions from Denmark, Germany, Japan.

<sup>18</sup> Outputs marked with Asterix (\*) are fully or partially funded by voluntary contributions. In Pillar 4, this includes from Denmark, NDC Partnership, the UAE and the Walloon Region of Belgium.



## VIII. 2020-2021 Biennium Budget Proposal

2020-2021 Biennium core assessed and core non-assessed resource requirements  
(in USD thousands)

|   | <b>2018-2019<br/>Biennium<br/>Proposed<br/>Budget</b> | <b>2020-2021<br/>Biennium<br/>Proposed<br/>Budget</b> | <b>2020<br/>Proposed<br/>Budget</b> | <b>2021<br/>Proposed<br/>Budget</b> |
|---|---|---|-------------------------------------|-------------------------------------|
| <b>Assessed Contributions<br/>(Core Budget)</b>       |   |   |                                     |                                     |
| Members (2016)  | 42,934  | 43,130  | 21,565                              | 21,565                              |
| Members (post-2018)*                                  | 196   | 1,330   | 665                                 | 665                                 |
| <b>Total Assessed Contributions<br/>(Core Budget)</b> | <b>43,130</b>   | <b>44,460</b>   | <b>22,230</b>                       | <b>22,230</b>                       |
| <b>Core Non-Assessed UAE<br/>Contributions:</b>       |   |   |                                     |                                     |
| UAE Support   | 5,000   | 5,000   | 2,500                               | 2,500                               |
| Governing Body Meetings                               | 3,200   | 3,200   | 1,600                               | 1,600                               |
| IT Infrastructure support                             | 920   | 920   | 460                                 | 460                                 |
| <b><i>Subtotal UAE Contributions</i></b>              | <b>9,120</b>  | <b>9,120</b>  | <b>4,560</b>                        | <b>4,560</b>                        |
|   |   |   |                                     |                                     |
| <b>Core Non-Assessed Germany<br/>Contributions:</b>   |   |   |                                     |                                     |
| Innovation and Technology<br>Center                   | 10,200  | 10,890  | 5,445                               | 5,445                               |
| <b><i>Subtotal Germany<br/>Contributions</i></b>      | <b>10,200</b>   | <b>10,890</b>   | <b>5,445</b>                        | <b>5,445</b>                        |
| <b>Core Non-Assessed Other<br/>Contribution</b>       |   |   |                                     |                                     |
| Core Non-Assessed Other                               | 1,704   | 1,704   | 852                                 | 852                                 |
| <b><i>Subtotal Other Contributions</i></b>            | <b>1,704</b>  | <b>1,704</b>  | <b>852</b>                          | <b>852</b>                          |
| <b>Total Core Non-Assessed</b>                        | <b>21,024</b>   | <b>21,714</b>   | <b>10,857</b>                       | <b>10,857</b>                       |
|   |   |   |                                     |                                     |
| <b>Grand Total</b>                                    | <b>64,154</b>   | <b>66,174</b>   | <b>33,087</b>                       | <b>33,087</b>                       |

Note: \* Members joining after January 2019: Canada

2020-2021 Biennium core assessed and core non-assessed resource requirements by  
Segment (in USD thousands)

| <b>Programmatic Overview</b>                                 | <b>Core Assessed and<br/>Non-Assessed<br/>2020-2021*</b> | <b>(%)</b>  |
|--|--|-------------|
| <b>A. Strategic Direction</b>                                | <b>8,503</b>   | <b>13%</b>  |
| Office of the Director General                               | 8,312  | 13%         |
| Administration and Management Services                       | 191  | <1%         |
| <b>B. Centre of Excellence for Energy<br/>Transformation</b> | <b>14,083</b>  | <b>21%</b>  |
| IRENA Innovation and Technology Centre                       | 7,755  | 12%         |
| Knowledge, Policy and Finance Centre                         | 4,290  | 6%          |
| Administration and Management Services                       | 2,039  | 3%          |
| <b>C. Global Voice of Renewables</b>                         | <b>11,011</b>  | <b>17%</b>  |
| Office of the Director General                               | 3,794  | 6%          |
| IRENA Innovation and Technology Centre                       | 2,497  | 4%          |
| Knowledge, Policy and Finance Centre                         | 4,720  | 7%          |
| <b>D. Network Hub for Energy Transformation</b>              | <b>11,037</b>  | <b>17%</b>  |
| Country Engagement and Partnerships                          | 7,173  | 11%         |
| IRENA Innovation and Technology Centre                       | 355  | 1%          |
| Knowledge, Policy and Finance Centre                         | 2,240  | 3%          |
| Project Facilitation and Support                             | 1,269  | 2%          |
| <b>E. Source of Advice</b>                                   | <b>5,569</b>   | <b>8%</b>   |
| Country Engagement and Partnerships                          | 2,148  | 3%          |
| IRENA Innovation and Technology Centre                       | 283  | <1%         |
| Knowledge, Policy and Finance Centre                         | 1,149  | 2%          |
| Project Facilitation and Support                             | 1,989  | 3%          |
| <b>F. Enabling IRENA Delivery</b>                            | <b>15,970</b>  | <b>24%</b>  |
| Office of the Director General                               | 5,644  | 9%          |
| Administration and Management Services                       | 10,326   | 16%         |
| <b>Grand Total</b>   | <b>66,174</b>  | <b>100%</b> |

Note: \* Includes Core Assessed and Core Non-Assessed from Germany, United Arab Emirates and “other”

## 2020-2021 Biennium Post requirements

| Level                                   | 2018-2019 | Proposed<br>2020-2021 | Increase/<br>(decrease) |
|---|-----------|-----------------------|-------------------------|
| ASG                                     | 1         | 1                     | 0                       |
| D-2                                     | 1         | 1                     | 0                       |
| D-1                                     | 5         | 6                     | 1                       |
| P-5                                     | 17        | 17                    | 0                       |
| P-3/4                                   | 37        | 37                    | 0                       |
| P-2/1                                   | 3         | 3                     | 0                       |
| <b>Sub-total Professional and above</b> | 64        | <b>65</b>             | <b>1</b>                |
| <b>General Services</b>                 | <b>26</b> | <b>28</b>             | <b>2</b>                |
| <b>Total</b>                            | <b>90</b> | <b>93</b>             | <b>3</b>                |

2020-2021 Biennium core assessed and core non-assessed by object of expenditure  
(in USD thousands)

| <b>Object of Expenditure</b>   | <b>2018-2019 Biennium<br/>Total Core Assessed<br/>and Non-Assessed</b> | <b>2020-2021 Biennium<br/>Total Core Assessed<br/>and Non-Assessed</b> |
|--|--|--|
| <b>Total Staff Costs</b>   | <b>34,826</b>  | <b>35,379</b>  |
| <b>Total Non-Staff Costs</b>   | <b>29,328</b>  | <b>30,795</b>  |
| <b>Project &amp; Seconded Personnel,<br/>Interns and Consultants</b> | 16,112   | 16,797   |
| <b>Programme and Expert<br/>Meetings</b>                             | 2,018  | 3,252  |
| <b>Travel of Staff</b>   | 1,912  | 2,712  |
| <b>Contractual Services</b>  | 6,724  | 5,462  |
| <b>General Operating Expenses</b>                                    | 2,323  | 2,169  |
| <b>Furniture and Equipment</b>                                       | 239  | 402  |
| <b>Total</b>   | <b>64,154</b>  | <b>66,174</b>  |

Note: Core Non-Assessed includes USD 10.89m from Germany for IITC, USD 9.1m from UAE (USD 3.2m for Governing Body Meetings and USD 5.9m from United Arab Emirates) and USD 1.7m from “other”

## Resource Requirements: Office of the Director-General (ODG)

| Resource Requirements     | Resources<br>(in USD thousands) |
|---------------------------|---------------------------------|
| <i>Total Requirements</i> | <i>17,750</i>                   |

| Category        | Resources<br>(in USD thousands) | Core Posts |
|-----------------|---------------------------------|------------|
| Staff Costs     | 9,444                           | 23         |
| Non-staff Costs | 8,306                           | -          |
| <b>Total</b>    | <b>17,750</b>                   | <b>23</b>  |

| Object of Expenditure                                    | 2020-2021 Biennium<br>Estimate<br>(in USD thousands) |
|--|--|
| Total Staff Costs  | 9,444  |
| Total Non-Staff Costs                                    | 8,306  |
| Project & Seconded Personnel, Interns<br>and Consultants | 4,114  |
| Programme and Expert Meetings                            | 361  |
| Travel of Staff  | 561  |
| Contractual Services                                     | 2,829  |
| General Operating Expenses                               | 402  |
| Furniture and Equipment                                  | 39   |
| <b>Total</b>   | <b>17,750</b>  |

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**Resource Requirements: Country Engagement and Partnerships (CEP)**

| <b>Resource Requirements</b> | <b>Resources<br/>(in USD thousands)</b> |
|------------------------------|---|
| <i>Total Requirements</i>    | <i>9,321</i>                            |

| <b>Category</b> | <b>Resources<br/>(in USD thousands)</b> | <b>Core Posts</b> |
|-----------------|---|-------------------|
| Staff Costs     | 4,819                                   | 11                |
| Non-staff Costs | 4,502                                   | -                 |
| <b>Total</b>    | <b>9,321</b>                            | <b>11</b>         |

| <b>Object of Expenditure</b>                             | <b>2020-2021 Biennium<br/>Estimate<br/>(in USD thousands)</b> |
|--|---|
| Total Staff Costs  | 4,819   |
| Total Non-Staff Costs                                    | 4,502   |
| Project & Seconded Personnel,<br>Interns and Consultants | 1,992   |
| Programme and Expert Meetings                            | 1,516   |
| Travel of Staff  | 685   |
| Contractual Services                                     | 309   |
| <b>Total</b>   | <b>9,321</b>  |

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**Resource Requirements: IRENA Innovation and Technology Centre (IITC)**

| <b>Resource Requirements</b> | <b>Resources<br/>(in USD thousands)</b> |
|------------------------------|---|
| <i>Total Requirements</i>    | <i>10,890</i>                           |

| <b>Category</b>        | <b>Resources<br/>(in USD thousands)</b> | <b>Core Posts</b> |
|------------------------|---|-------------------|
| <b>Staff Costs</b>     | 4,504                                   | 16                |
| <b>Non-staff Costs</b> | 6,386                                   | -                 |
| <b>Total</b>           | <b>10,890</b>                           | <b>16</b>         |

| <b>Object of Expenditure</b>   | <b>2020-2021 Biennium<br/>Estimate<br/>(in USD thousands)</b> |
|--|---|
| <b>Total Staff Costs</b>   | <b>4,504</b>  |
| <b>Total Non-Staff Costs</b>   | <b>6,386</b>  |
| <b>Project &amp; Seconded Personnel,<br/>Interns and Consultants</b> | 3,673   |
| <b>Programme and Expert Meetings</b>                                 | 326   |
| <b>Travel of Staff</b>   | 826   |
| <b>Contractual Services</b>  | 510   |
| <b>General Operating Expenses</b>                                    | 745   |
| <b>Furniture and Equipment</b>                                       | 306   |
| <b>Total</b>   | <b>10,890</b>   |

## Resource Requirements: Knowledge, Policy and Finance Centre (KPFC)

| Resource Requirements     | Resources<br>(in USD thousands) |
|---------------------------|---------------------------------|
| <i>Total Requirements</i> | <i>12,400</i>                   |

| Category        | Resources<br>(in USD thousands) | Core Posts |
|-----------------|---------------------------------|------------|
| Staff Costs     | 5,828                           | 14         |
| Non-staff Costs | 6,572                           | -          |
| <b>Total</b>    | <b>12,400</b>                   | <b>14</b>  |

| Object of Expenditure                                    | 2020-2021 Biennium<br>Estimate<br>(in USD thousands) |
|--|--|
| Total Staff Costs  | 5,828  |
| Total Non-Staff Costs                                    | 6,572  |
| Project & Seconded Personnel,<br>Interns and Consultants | 4,806  |
| Programme and Expert Meetings                            | 598  |
| Travel of Staff  | 436  |
| Contractual Services                                     | 679  |
| General Operating Expenses                               | 53   |
| <b>Total</b>   | <b>12,400</b>  |



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**Resource Requirements: Project Facilitation and Support (PFS)**

| <b>Resource Requirements</b> | <b>Resources<br/>(in USD thousands)</b> |
|------------------------------|---|
| <i>Total Requirements</i>    | <i>3,257</i>                            |

| <b>Category</b> | <b>Resources<br/>(in USD thousands)</b> | <b>Core Posts</b> |
|-----------------|---|-------------------|
| Staff Costs     | 1,989                                   | 4                 |
| Non-staff Costs | 1,268                                   | -                 |
| <b>Total</b>    | <b>3,257</b>                            | <b>4</b>          |

| <b>Object of Expenditure</b>                             | <b>2020-2021 Biennium<br/>Estimate<br/>(in USD thousands)</b> |
|--|---|
| Total Staff Costs  | 1,989   |
| Total Non-Staff Costs                                    | 1,268   |
| Project & Seconded Personnel,<br>Interns and Consultants | 538   |
| Programme and Expert Meetings                            | 452   |
| Travel of Staff  | 191   |
| Contractual Services                                     | 87  |
| <b>Total</b>   | <b>3,257</b>  |

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**Resource Requirements: Administration and Management Services (AMS)**

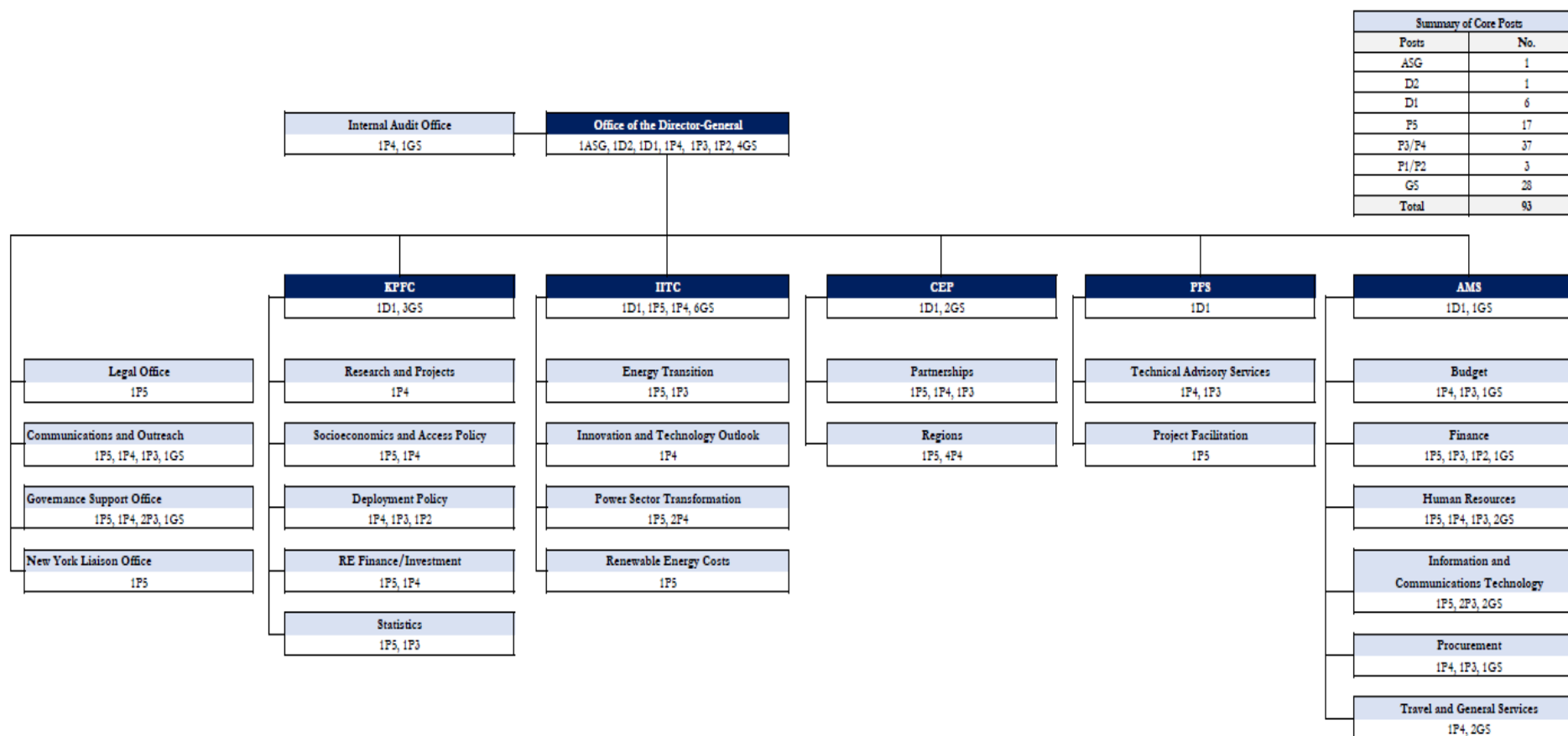
| <b>Resource Requirements</b> | <b>Resources<br/>(in USD thousands)</b> |
|------------------------------|---|
| <i>Total Requirements</i>    | <i>12,556</i>                           |

| <b>Category</b> | <b>Resources<br/>(in USD thousands)</b> | <b>Core Posts</b> |
|-----------------|---|-------------------|
| Staff Costs     | 8,795                                   | 25                |
| Non-staff Costs | 3,761                                   | -                 |
| <b>Total</b>    | <b>12,556</b>                           | <b>25</b>         |

| <b>Object of Expenditure</b>                             | <b>2020-2021 Biennium<br/>Estimate<br/>(in USD thousands)</b> |
|--|---|
| Total Staff Costs  | <b>8,795</b>  |
| Total Non-Staff Costs                                    | <b>3,761</b>  |
| Project & Seconded Personnel,<br>Interns and Consultants | 1,675   |
| Travel of Staff  | 12  |
| Contractual Services                                     | 1,048   |
| General Operating Expenses                               | 969   |
| Furniture and Equipment                                  | 57  |
| <b>Total</b>   | <b>12,556</b>   |

## Annex I

### IRENA Organisational Structure and Post Distribution for 2020-2021 Biennium



| Summary of Core Posts |           |
|-----------------------|-----------|
| Posts                 | No.       |
| ASG                   | 1         |
| D2                    | 1         |
| D1                    | 6         |
| P5                    | 17        |
| P3/P4                 | 37        |
| P1/P2                 | 3         |
| G5                    | 28        |
| <b>Total</b>          | <b>93</b> |

## Annex II

## Proposed Indicative IRENA Scale of Contributions for 2020

| Members                | UN Factor <sup>19</sup><br>2016 to<br>2018 | Indicative<br>IRENA<br>Adjusted<br>Scale of<br>Assessments<br>2020 (%) | Indicative<br>Assessed<br>Contribution<br>to IRENA<br>2020 (USD) | Approved<br>Assessed<br>Contribution<br>to IRENA<br>2019 (USD) | Variance<br>2020-<br>2019<br>(USD) |
|------------------------|--|--|--|--|------------------------------------|
| Afghanistan            | 0.006                                      | 0.007%   | 1,472  | 1,472  | -                                  |
| Albania                | 0.008                                      | 0.009%   | 1,892  | 1,892  | -                                  |
| Algeria                | 0.161                                      | 0.182%   | 38,267   | 38,267   | -                                  |
| Angola*                | 0.010                                      | 0.010%   | 2,103  | 2,103  | -                                  |
| Antigua and Barbuda    | 0.002                                      | 0.002%   | 421  | 421  | -                                  |
| Argentina              | 0.892                                      | 1.007%   | 211,730  | 211,730  | -                                  |
| Armenia                | 0.006                                      | 0.007%   | 1,472  | 1,472  | -                                  |
| Australia              | 2.337                                      | 2.637%   | 554,451  | 554,451  | -                                  |
| Azerbaijan             | 0.060                                      | 0.068%   | 14,298   | 14,298   | -                                  |
| Bahamas                | 0.014                                      | 0.016%   | 3,364  | 3,364  | -                                  |
| Bahrain                | 0.044                                      | 0.050%   | 10,513   | 10,513   | -                                  |
| Bangladesh*            | 0.010                                      | 0.010%   | 2,103  | 2,103  | -                                  |
| Barbados               | 0.007                                      | 0.008%   | 1,682  | 1,682  | -                                  |
| Belarus                | 0.056                                      | 0.063%   | 13,246   | 13,246   | -                                  |
| Belgium                | 0.885                                      | 0.999%   | 210,048  | 210,048  | -                                  |
| Belize                 | 0.001                                      | 0.001%   | 210  | 210  | -                                  |
| Benin                  | 0.003                                      | 0.003%   | 631  | 631  | -                                  |
| Bhutan                 | 0.001                                      | 0.001%   | 210  | 210  | -                                  |
| Bosnia and Herzegovina | 0.013                                      | 0.015%   | 3,154  | 3,154  | -                                  |
| Botswana               | 0.014                                      | 0.016%   | 3,364  | 3,364  | -                                  |
| Brunei Darussalam      | 0.029                                      | 0.033%   | 6,939  | 6,939  | -                                  |
| Bulgaria               | 0.045                                      | 0.051%   | 10,723   | 10,723   | -                                  |
| Burkina Faso           | 0.004                                      | 0.005%   | 1,051  | 1,051  | -                                  |
| Cabo Verde             | 0.001                                      | 0.001%   | 210  | 210  | -                                  |
| Cameroon               | 0.010                                      | 0.011%   | 2,313  | 2,313  | -                                  |
| Chad                   | 0.005                                      | 0.006%   | 1,262  | 1,262  | -                                  |
| China                  | 7.921                                      | 8.939%   | 1,879,499  | 1,879,499  | -                                  |

<sup>19</sup>UN scale of assessment is established for a 3-year period covering the period 2016-2018 as per A/RES/70/245 dated 8 February 2016.

| Members            | UN Factor <sup>19</sup> 2016 to 2018 | Indicative IRENA Adjusted Scale of Assessments 2020 (%) | Indicative Assessed Contribution to IRENA 2020 (USD) | Approved Assessed Contribution to IRENA 2019 (USD) | Variance 2020-2019 (USD) |
|--------------------|--------------------------------------|---|--|--|--------------------------|
| Colombia           | 0.322                                | 0.363%  | 76,324   | 76,324   | -                        |
| Comoros            | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Costa Rica         | 0.047                                | 0.053%  | 11,144   | 11,144   | -                        |
| Cote D'Ivoire      | 0.009                                | 0.010%  | 2,103  | 2,103  | -                        |
| Croatia            | 0.099                                | 0.112%  | 23,549   | 23,549   | -                        |
| Cuba               | 0.065                                | 0.073%  | 15,349   | 15,349   | -                        |
| Cyprus             | 0.043                                | 0.049%  | 10,303   | 10,303   | -                        |
| Czech Republic     | 0.344                                | 0.388%  | 81,580   | 81,580   | -                        |
| Denmark            | 0.584                                | 0.659%  | 138,560  | 138,560  | -                        |
| Djibouti           | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Dominican Republic | 0.046                                | 0.052%  | 10,933   | 10,933   | -                        |
| Ecuador            | 0.067                                | 0.076%  | 15,980   | 15,980   | -                        |
| Egypt              | 0.152                                | 0.172%  | 36,164   | 36,164   | -                        |
| El Salvador        | 0.014                                | 0.016%  | 3,364  | 3,364  | -                        |
| Eritrea            | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Estonia            | 0.038                                | 0.043%  | 9,041  | 9,041  | -                        |
| Eswatini           | 0.002                                | 0.002%  | 421  | 421  | -                        |
| Ethiopia*          | 0.010                                | 0.010%  | 2,103  | 2,103  | -                        |
| Fiji               | 0.003                                | 0.003%  | 631  | 631  | -                        |
| Finland            | 0.456                                | 0.515%  | 108,283  | 108,283  | -                        |
| France             | 4.859                                | 5.483%  | 1,152,846  | 1,152,846  | -                        |
| Gabon              | 0.017                                | 0.019%  | 3,995  | 3,995  | -                        |
| Gambia             | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Georgia            | 0.008                                | 0.009%  | 1,892  | 1,892  | -                        |
| Germany            | 6.389                                | 7.210%  | 1,515,962  | 1,515,962  | -                        |
| Ghana              | 0.016                                | 0.018%  | 3,785  | 3,785  | -                        |
| Greece             | 0.471                                | 0.532%  | 111,857  | 111,857  | -                        |
| Grenada            | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Guyana             | 0.002                                | 0.002%  | 421  | 421  | -                        |
| Hungary            | 0.161                                | 0.182%  | 38,267   | 38,267   | -                        |
| Iceland            | 0.023                                | 0.026%  | 5,467  | 5,467  | -                        |
| India              | 0.737                                | 0.832%  | 174,935  | 174,935  | -                        |

| Members                        | UN Factor <sup>19</sup> 2016 to 2018 | Indicative IRENA Adjusted Scale of Assessments 2020 (%) | Indicative Assessed Contribution to IRENA 2020 (USD) | Approved Assessed Contribution to IRENA 2019 (USD) | Variance 2020-2019 (USD) |
|--------------------------------|--------------------------------------|---|--|--|--------------------------|
| Indonesia                      | 0.504                                | 0.569%  | 119,637  | 119,637  | -                        |
| Iran (Islamic Republic of)     | 0.471                                | 0.532%  | 111,857  | 111,857  | -                        |
| Iraq                           | 0.129                                | 0.146%  | 30,698   | 30,698   | -                        |
| Ireland                        | 0.335                                | 0.378%  | 79,478   | 79,478   | -                        |
| Israel                         | 0.430                                | 0.485%  | 101,975  | 101,975  | -                        |
| Italy                          | 3.748                                | 4.230%  | 889,393  | 889,393  | -                        |
| Jamaica                        | 0.009                                | 0.010%  | 2,103  | 2,103  | -                        |
| Japan                          | 9.680                                | 10.923%   | 2,296,576  | 2,296,576  | -                        |
| Jordan                         | 0.020                                | 0.023%  | 4,836  | 4,836  | -                        |
| Kazakhstan                     | 0.191                                | 0.216%  | 45,416   | 45,416   | -                        |
| Kenya                          | 0.018                                | 0.020%  | 4,205  | 4,205  | -                        |
| Kiribati                       | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Kuwait                         | 0.285                                | 0.322%  | 67,703   | 67,703   | -                        |
| Latvia                         | 0.050                                | 0.056%  | 11,774   | 11,774   | -                        |
| Lebanon                        | 0.046                                | 0.052%  | 10,933   | 10,933   | -                        |
| Lesotho                        | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Liechtenstein                  | 0.007                                | 0.008%  | 1,682  | 1,682  | -                        |
| Lithuania                      | 0.072                                | 0.081%  | 17,031   | 17,031   | -                        |
| Luxembourg                     | 0.064                                | 0.072%  | 15,139   | 15,139   | -                        |
| Malaysia                       | 0.322                                | 0.363%  | 76,324   | 76,324   | -                        |
| Maldives                       | 0.002                                | 0.002%  | 421  | 421  | -                        |
| Mali                           | 0.003                                | 0.003%  | 631  | 631  | -                        |
| Malta                          | 0.016                                | 0.018%  | 3,785  | 3,785  | -                        |
| Marshall Islands               | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Mauritania                     | 0.002                                | 0.002%  | 421  | 421  | -                        |
| Mauritius                      | 0.012                                | 0.014%  | 2,944  | 2,944  | -                        |
| Mexico                         | 1.435                                | 1.619%  | 340,408  | 340,408  | -                        |
| Micronesia (Federal States of) | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Monaco                         | 0.010                                | 0.011%  | 2,313  | 2,313  | -                        |
| Mongolia                       | 0.005                                | 0.006%  | 1,262  | 1,262  | -                        |
| Montenegro                     | 0.004                                | 0.005%  | 1,051  | 1,051  | -                        |
| Morocco                        | 0.054                                | 0.061%  | 12,826   | 12,826   | -                        |

| Members                          | UN Factor <sup>19</sup> 2016 to 2018 | Indicative IRENA Adjusted Scale of Assessments 2020 (%) | Indicative Assessed Contribution to IRENA 2020 (USD) | Approved Assessed Contribution to IRENA 2019 (USD) | Variance 2020-2019 (USD) |
|----------------------------------|--------------------------------------|---|--|--|--------------------------|
| Mozambique                       | 0.004                                | 0.005%  | 1,051  | 1,051  | -                        |
| Namibia                          | 0.010                                | 0.011%  | 2,313  | 2,313  | -                        |
| Nauru                            | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Nepal                            | 0.006                                | 0.007%  | 1,472  | 1,472  | -                        |
| Netherlands (Kingdom of the)     | 1.482                                | 1.672%  | 351,552  | 351,552  | -                        |
| New Zealand                      | 0.268                                | 0.302%  | 63,498   | 63,498   | -                        |
| Nicaragua                        | 0.004                                | 0.005%  | 1,051  | 1,051  | -                        |
| Niger                            | 0.002                                | 0.002%  | 421  | 421  | -                        |
| Nigeria                          | 0.209                                | 0.236%  | 49,621   | 49,621   | -                        |
| North Macedonia                  | 0.007                                | 0.008%  | 1,682  | 1,682  | -                        |
| Norway                           | 0.849                                | 0.958%  | 201,427  | 201,427  | -                        |
| Oman                             | 0.113                                | 0.128%  | 26,913   | 26,913   | -                        |
| Pakistan                         | 0.093                                | 0.105%  | 22,077   | 22,077   | -                        |
| Palau                            | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Panama                           | 0.034                                | 0.038%  | 7,990  | 7,990  | -                        |
| Paraguay                         | 0.014                                | 0.016%  | 3,364  | 3,364  | -                        |
| Peru                             | 0.136                                | 0.153%  | 32,170   | 32,170   | -                        |
| Philippines                      | 0.165                                | 0.186%  | 39,108   | 39,108   | -                        |
| Poland                           | 0.841                                | 0.949%  | 199,535  | 199,535  | -                        |
| Portugal                         | 0.392                                | 0.442%  | 92,934   | 92,934   | -                        |
| Qatar                            | 0.269                                | 0.304%  | 63,919   | 63,919   | -                        |
| Republic of Korea                | 2.039                                | 2.301%  | 483,804  | 483,804  | -                        |
| Republic of Moldova              | 0.004                                | 0.005%  | 1,051  | 1,051  | -                        |
| Romania                          | 0.184                                | 0.208%  | 43,734   | 43,734   | -                        |
| Russian Federation               | 3.088                                | 3.485%  | 732,750  | 732,750  | -                        |
| Rwanda                           | 0.002                                | 0.002%  | 421  | 421  | -                        |
| Saint Kitts and Nevis            | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Saint Lucia                      | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Saint Vincent and the Grenadines | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Samoa                            | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Sao Tome and Principe            | 0.001                                | 0.001%  | 210  | 210  | -                        |

| Members  | UN Factor <sup>19</sup> 2016 to 2018 | Indicative IRENA Adjusted Scale of Assessments 2020 (%) | Indicative Assessed Contribution to IRENA 2020 (USD) | Approved Assessed Contribution to IRENA 2019 (USD) | Variance 2020-2019 (USD) |
|--|--------------------------------------|---|--|--|--------------------------|
| Saudi Arabia   | 1.146                                | 1.293%  | 271,864  | 271,864  | -                        |
| Senegal  | 0.005                                | 0.006%  | 1,262  | 1,262  | -                        |
| Serbia   | 0.032                                | 0.036%  | 7,569  | 7,569  | -                        |
| Seychelles   | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Sierra Leone   | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Singapore  | 0.447                                | 0.504%  | 105,970  | 105,970  | -                        |
| Slovakia   | 0.160                                | 0.181%  | 38,057   | 38,057   | -                        |
| Slovenia   | 0.084                                | 0.095%  | 19,975   | 19,975   | -                        |
| Solomon Islands                                      | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Somalia  | 0.001                                | 0.001%  | 210  | 210  | -                        |
| South Africa   | 0.364                                | 0.411%  | 86,416   | 86,416   | -                        |
| Spain  | 2.443                                | 2.756%  | 579,472  | 579,472  | -                        |
| Sri Lanka  | 0.031                                | 0.035%  | 7,359  | 7,359  | -                        |
| Sudan*   | 0.010                                | 0.010%  | 2,103  | 2,103  | -                        |
| Sweden   | 0.956                                | 1.079%  | 226,869  | 226,869  | -                        |
| Switzerland  | 1.140                                | 1.286%  | 270,392  | 270,392  | -                        |
| Tajikistan   | 0.004                                | 0.005%  | 1,051  | 1,051  | -                        |
| Thailand   | 0.291                                | 0.328%  | 68,965   | 68,965   | -                        |
| Togo   | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Tonga  | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Trinidad and Tobago                                  | 0.034                                | 0.038%  | 7,990  | 7,990  | -                        |
| Tunisia  | 0.028                                | 0.032%  | 6,728  | 6,728  | -                        |
| Turkey   | 1.018                                | 1.149%  | 241,587  | 241,587  | -                        |
| Turkmenistan   | 0.026                                | 0.029%  | 6,097  | 6,097  | -                        |
| Tuvalu   | 0.001                                | 0.001%  | 210  | 210  | -                        |
| Uganda   | 0.009                                | 0.010%  | 2,103  | 2,103  | -                        |
| Ukraine  | 0.103                                | 0.116%  | 24,390   | 24,390   | -                        |
| United Arab Emirates                                 | 0.604                                | 0.682%  | 143,396  | 143,396  | -                        |
| United Kingdom of Great Britain and Northern Ireland | 4.463                                | 5.036%  | 1,058,861  | 1,058,861  | -                        |



| Members   | UN Factor <sup>19</sup><br>2016 to<br>2018 | Indicative<br>IRENA<br>Adjusted<br>Scale of<br>Assessments<br>2020 (%) | Indicative<br>Assessed<br>Contribution<br>to IRENA<br>2020 (USD) | Approved<br>Assessed<br>Contribution<br>to IRENA<br>2019 (USD) | Variance<br>2020-<br>2019<br>(USD) |
|---|--|--|--|--|------------------------------------|
| United States of America <sup>20</sup>  | 22.000                                     | 21.900%  | 4,604,732  | 4,604,732  | -                                  |
| Uruguay   | 0.079                                      | 0.089%   | 18,713   | 18,713   | -                                  |
| Uzbekistan  | 0.023                                      | 0.026%   | 5,467  | 5,467  | -                                  |
| Vanuatu   | 0.001                                      | 0.001%   | 210  | 210  | -                                  |
| Yemen*  | 0.010                                      | 0.010%   | 2,103  | 2,103  | -                                  |
| Zambia  | 0.007                                      | 0.008%   | 1,682  | 1,682  | -                                  |
| Zimbabwe  | 0.004                                      | 0.005%   | 1,051  | 1,051  | -                                  |
| <b>Sub-Total Assessment<br/>from Members of IRENA<br/>(as at 12 January 2019)</b> |  |  | <b>21,025,831</b>  | <b>21,025,831</b>  | -                                  |
| European Union <sup>21</sup>  |  | 2.500%   | 539,124  | 539,124  | -                                  |
| <b>Sub-Total Core Budget<br/>Assessment</b>                                       |  |  | <b>21,564,955</b>  | <b>21,564,955</b>  | -                                  |

\* Least Developed Countries (LDC) with a maximum assessment rate established at .01 per cent

| IRENA Members assessed after January 2019 <sup>22</sup>                                |       |        |                   |                   |                |
|--|-------|--------|-------------------|-------------------|----------------|
| Canada   | 2.734 | 3.084% | 665,047           | -                 | 665,047        |
| Guinea   | 0.002 | 0.002% | 421               | -                 | 421            |
| <b>Sub-Total Assessment from<br/>Member of IRENA (assessed<br/>after January 2019)</b> |       |        | <b>665,468</b>    | -                 | <b>665,468</b> |
| <b>Grand-Total Core Budget<br/>Assessment</b>  |       |        | <b>22,230,423</b> | <b>21,564,955</b> | <b>665,468</b> |

<sup>20</sup> A maximum assessment rate is established at 22 %.

<sup>21</sup> Since 2012, the European Union has committed to paying an annual contribution fixed at 2.5 % of the overall core assessed budget.

<sup>22</sup> Assessed after adoption of the Work Programme and Budget 2018-2019 on 13 January 2018.