

Approved by the REN21 Steering Committee on 17/1/2013 in Abu Dhabi



# **REN21 Strategy and Workplan 2013 - 2015**

Approved on 17/01/2013



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### 1. Introduction

The REN21 strategy & workplan 2013-2015 sets out REN21's goals and objectives as well as the action areas, organisational structure and resources required to achieve those objectives.

The situation for renewable energy has changed significantly since REN21 was initiated in 2004. Investment and installed capacity have experienced double-digit growth since then; however the renewable energy share in final energy consumption is still only at 17 % globally. At the same time, a number of scenarios and initiatives emerge stipulating that, for both environmental reasons and from a business perspective, renewable energy should become the mainstream energy source of the future.

These last years have also brought a series of institutional changes: The International Renewable Energy Agency (IRENA) was founded and currently has more than 150 member countries plus the European Commission. Furthermore, the International Energy Agency (IEA) has scaled-up its analysis work on renewable energy. However, there is still a significant need to spread the word about renewable energy and its manifold benefits.

The challenges for renewable energy ahead can only be overcome through the coordinated efforts of both the public and the private sector. Thus, REN21's set-up as a multi-stakeholder network perfectly positions the network to distil and disseminate ideas that will enable a rapid transition to renewable energy globally. REN21's multi-stakeholder character gives its messages credibility and visibility.

Through its lean structure and flexible set-up, REN21 can perfectly function as source of ideas, as "sounding board", as initiator of debates on renewable energy issues and as platform for exchange and interaction of those willing to rapidly reach high shares of renewable energy in the global energy system.

By being part of the "coalition of the willing", REN21 members can exchange ideas, information and strategies, form coalitions and act jointly to promote renewable energy, with the vision of the "the whole being greater than the sum of its parts".

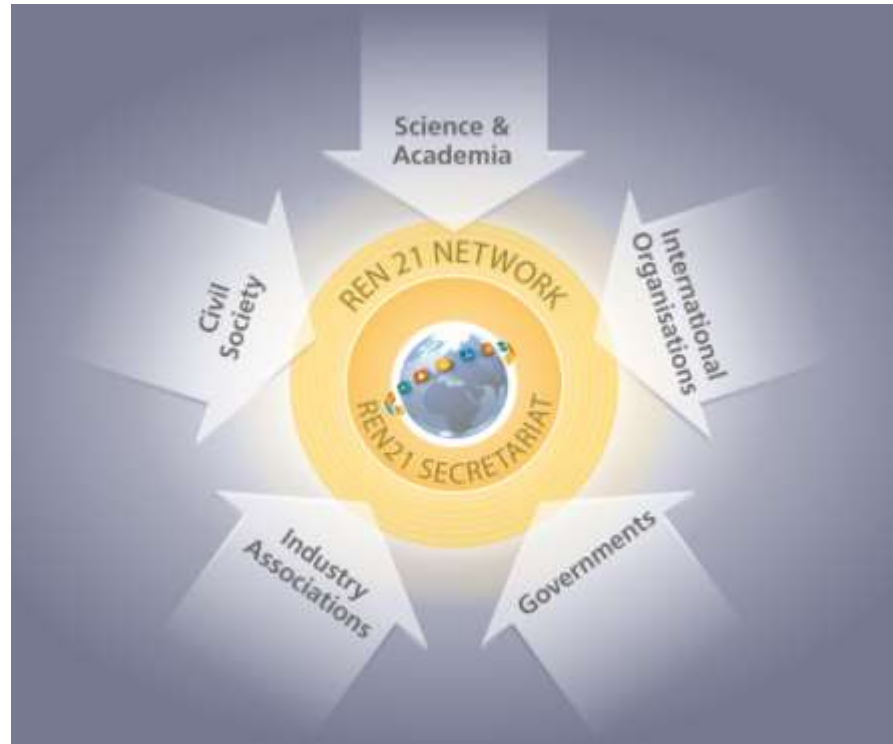
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## 2. REN21 Mission

REN21 is the global renewable energy policy multi-stakeholder network that connects a wide range of key actors from:

- governments
- international organisations
- industry associations
- science and academia
- corporations
- civil society as well as
- members at large

to facilitate knowledge exchange, policy development and joint action towards a rapid global transition to renewable energy. REN21 promotes renewable energy to meet the needs of both industrialized and developing countries that are driven by climate change, energy security, development and poverty alleviation.



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### 3. Legitimacy

REN21 is the only independent **multi-stakeholder** policy **network** focusing exclusively on renewable energy. Its multi-stakeholder nature gives credibility to both its message, as well as its function as messenger.

REN21 derives its legitimacy from its mandate and power to convene and engage key leaders and stakeholders to provide authority on renewable energy.

### 4. Target audiences

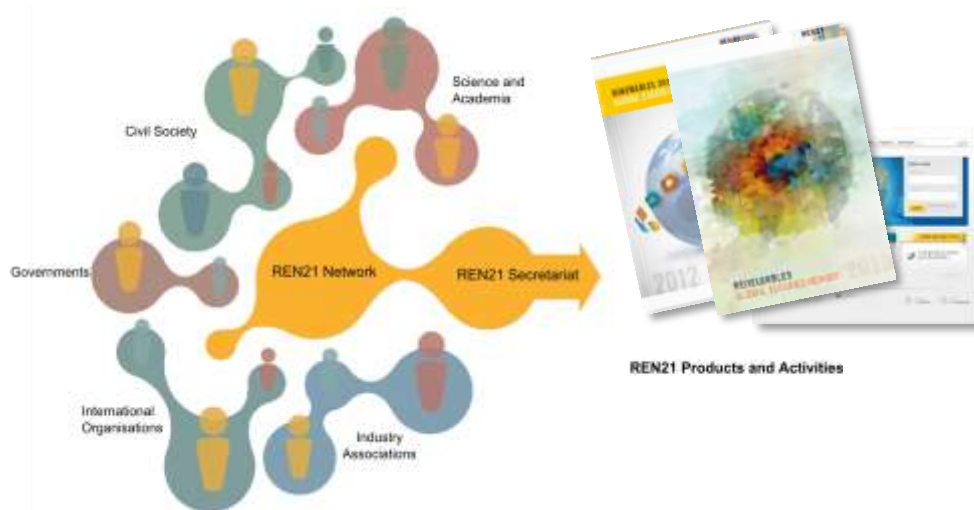
REN21 focuses on two main target audiences:

- Focus inward: informing, serving, amplifying messages within the REN21 network
- Focus outward: informing, challenging institutions/stakeholders/processes outside the REN21 network (SE4All, UNFCCC, G8, CEM, etc.); develop communication strategy
- Collaboration with key network partners such as IEA, IRENA, etc.

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### 5. REN21's strategic goals and objectives

**Goal 1: Leverage REN21's multi-stakeholder network base to provide up-to-date unbiased information on renewable energy worldwide**



#### Objective:

- Generate awareness and enable a global transition to renewable energy to help mitigate climate change, secure energy, create business opportunities, secure energy access and alleviate poverty

#### Action area 1:

- Provide high-quality policy-relevant information and research-based analysis that dispel myths about renewable energy and catalyze policy change such as
  - Renewables Global Status Report
  - Topical and Regional Global Status Reports
  - Renewables Interactive Map
  - Renewables Global Futures Report
  - Renewables Global Economics Report
  - Renewables mini-grid policy toolkit
- Disseminate produced information at international fora dealing with energy and with sustainable development by raising the profile and encouraging the inclusion of renewable energy

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### **Goal 2: Initiate focussed debates on key-issues enabling transition to renewable energy**



#### Objective:

- Create platforms for exchange of information & views on a renewable energy transition worldwide in order to initiate change

#### Action area 2:

- Organise and moderate focused debates on specific topics (e.g. integration of renewable, citizen involvement in energy transition, macroeconomic aspects of renewable energy deployment, renewable energy & climate change, energy access with renewable energy, etc.) via:
  - Virtual channels (REN21 website featuring topical articles, REN21 newsletter, discussion groups via REN21+, via reegle.info, etc.)
  - Topical workshops & panel discussions
  - High-level renewable energy summer academy
- Facilitate International Renewable Energy Conferences (IRECs) in close collaboration with the respective host country as a platform for governments, private sector and civil society leaders to jointly address the goal of advancing renewable energy

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**Goal 3: Strengthen REN21's multi-stakeholder base**



Objective:

- Achieve stronger and broader engagement of the REN21 Members and enlarge the REN21 multi-stakeholder network

Action area 3:

- Strategically increase the visibility of products of network participants through REN21 communication tools (e.g. REN21 website, REN21 newsletter, etc.)
- Create strong interaction with key institutional network partners such as IRENA, IEA, etc.
- Enlarge the REN21 network
- Broaden the funding base of REN21



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## **6. REN21's Action areas**

### **6.1. Action area 1: Provision of high-quality information and its dissemination**

Through its multi-stakeholder base, REN21 can bring high-quality information on renewable energy together reflecting a multitude of viewpoints from both private and public sector actors with the objective to dispel myths about renewable energy and catalyze policy change.

REN21 will build upon its high recognition as an unbiased renewable energy information provider and to both continue successful existing products as well as, in close collaboration with key network partners, create new ones.

#### **6.1.1. Renewables Global Status Report**

The REN21 Renewables Global Status Report (GSR) is the flagship publication of REN21 and provides an integrated perspective on the global renewable energy situation. The GSR has become the most frequently referenced report on renewable energy business and policy, serving a wide range of audiences. Produced since 2005, the production of the 8<sup>th</sup> edition of the REN21 Renewables Global Status Report started in November 2012 and is currently on-going; its launch being planned for early June 2013.



To reach an annual, comprehensive consolidation of timely renewable energy data, the GSR is based on formal and informal data sources. This approach is a unique feature of the GSR and presents a special added value in areas where data is scarce, disperse and data consolidation is not (yet) existing; developing countries, bioenergy and rural renewable energy can be named as key areas where consolidated data availability is particularly scarce.

The success of the GSR is to a large extent due to the outstanding quality of input provided by the contributors' network, which contains more than 500 contributors by now and which gives credibility to the GSR. The REN21 Contributors Network is a community of international renewable energy experts, several authors, regional research and technology partners, numerous individual contributors and reviewers as well as REN21 Steering Committee members and Secretariat staff. The expert review and the peer review allow for a broad quality control, which is reinforced by a specific focus on source transparency and -access.

For the upcoming edition, Janet Sawin will continue in her role as Research Director and Lead Author of the Global Status Report. In addition, REN21 is collaborating with a team of section and technology authors. Moreover, several experts have agreed to contribute to the GSR 2013 by

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authoring/co-authoring the sidebars and participating in expert groups (specifically rural energy and bioenergy). For the 2013 edition<sup>1</sup>, REN21 works with the same institutional regional contributors and technology contributors as in 2012, but will put a specific effort into mobilizing the rural renewable energy community.

The outreach activities are coordinated by the REN21 Secretariat. They are often undertaken in collaboration with GSR contributors, whose involvement in outreach will be strengthened throughout 2013. In addition, REN21 will continue to collaborate with the Clean Energy Solutions Center to offer a series of GSR based webinars, focusing on a specific region, technology or topic.

### 6.1.2. Topical and Regional Global Status Reports

In order to further stimulate the debate on renewable energy in different regions of the world and picture renewable energy characteristics in more detail, the production of regional status reports (complementing the produced China and India status reports) as well as topical status reports is envisaged. The following is currently under preparation:

- **MENA status report in cooperation with the UAE and IRENA and a series of collaboration partners**

The Middle East and North Africa (MENA) region has a vast abundance of renewable energy resources and, despite climatic challenges, is estimated to offer 45% of the world's renewable energy potential. The considerable renewable energy resources in the region can go a long way to meet this growing demand. Renewable energy also presents an opportunity for the region to achieve a globally important position in the renewable energy market, which is likely to become the cornerstone of the low-carbon green economy of the future.

The MENA Renewable Energy Status Report<sup>2</sup> aims to:

- comprehensively capture the status of renewable energy markets, industry, regulatory frameworks and policy, investments and off-grid energy solutions in the MENA region
- showcase the latest market developments and activities undertaken in the MENA region to facilitate the scale up domestic, regional and foreign investments
- discuss regional opportunities in manufacturing, infrastructure and knowledge sharing
- highlight the business case for renewable energy deployment in both fossil fuel-exporting and importing economies in the region

In the future, depending on interest of the REN21 network partners as well as availability of resources, the following reports could be envisaged:

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<sup>1</sup> See Annex 1 for the structure outline of the 2013 Renewables Global Status Report

<sup>2</sup> See Annex 2 for the detailed concept note of the MENA Renewable Energy Status Report

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- **Rural renewable energy in developing countries**

Data on rural renewable energy represents a major challenge. However, especially against the background of monitoring and reaching UN SE4All targets, rural renewable energy data it is crucial, when it comes to energy planning and setting up the right policy and regulatory frameworks,.

In the course of the GSR 2012 and the GSR 2013 the rural renewable energy section as well as the contributing community are strengthened. Considering the need for a comprehensive continuous update, the rural renewable energy section could become a stand-alone report which is published every 2-3 years providing more a more detailed picture than can be given in the GSR. Provided there is enough funding, it could first be published in 2014. A summary of these separate status reports will be included in the GSR (similar to the UNEP/BNEF Global Trends Report).

- **Renewables Local Policies report**

Local governments and cities are at the forefront of integrating renewable energy into buildings, transport and electric grids. The local/regional level is ideally positioned to ensure citizen involvement in the energy transition and plays an important role in the implementation of national renewable energy policies and targets.

All around the world, thousands of local governments are setting future targets and adopting a broad array of planning and promotion policies on an annual basis to deploy high shares of renewable energy, which complement and/or go beyond national-level policies. However, to date, there is a lack of comprehensive reporting, awareness, discussion of these policies and long-term plans, as well as their long-term implications in the transformation of local and national energy systems.

Building upon work done in 2009 in cooperation with ISEP and ICLEI, as well as the work carried out for the Global Futures Report, a Renewables Local Policies Report could be produced providing a comprehensive and systematic overview of the policies and activities undertaken in cities worldwide. It could become a biennial publication on the status and evolution of local policy trends and developments. Provided there is enough funding, it could first be published in 2015. A summary of these separate status reports will be included in the GSR.

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### 6.1.3. Renewables Interactive Map

The REN21 Renewables Interactive Map is a research tool for tracking the development of renewable energy worldwide. It furthers the perspectives provided in the Renewables Global Status Report by enabling access to constantly updated market and policy information and detailed exportable databases at a country level. The Renewables Interactive Map was developed to complement the Renewable Global Status Report and offers a streamlined method for gathering and sharing information on economic development and policy frameworks in the field of renewable energy.



Furthermore, the Map offers a platform to share a significant part of country information/data collected in the course of the GSR process with a larger audience, thus increasing the interest of contributors to participate (increase visibility of country's renewable energy situation, REN21 data contributor etc.). Further measures are necessary to increase user-friendliness, ensure coverage of new topics, in particular rural renewable energy, inclusion of historical data in the database and operational implementation of linked open data (which

also includes the dynamic integration of the regional contributors' questionnaire into the Map database).

The following steps are proposed:

- Phase I (in 2013): further develop the Map in its existing environment (new features in the front office, a new back office, interlinked with GSR online data collection and REN21+, linked open data)
- Phase II (beyond 2013): move the Map to an open source based technical platform (php), which will ease future linked open data community/world strategies.

On the aspect of quality control, any information/data presented in the Renewable Interactive Map has full source information and often links back to the primary source. However, a certain internal quality control is necessary, in particular as the Map comprises 'informal' data. Such quality control is currently coordinated by the REN21 Secretariat, but will further involve the regional contributors, as it is necessary to know the situation in a country to assess the information. In the future, the quality control process shall become more automated.

The Renewables Interactive Map builds to a large extent on the GSR community of contributing experts. In addition, and especially in the course of outreach activities and the linked open data approach, REN21 Secretariat is partnering with web-based information portals, who are data providers and/or consumers (reegle, openEI, ECREEE Observatory, CEM Wind & Solar Atlas Portal, WB, etc.)

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### 6.1.4. Renewables Global Futures Report



The Renewables Global Futures Report aims to capture the status of our current thinking about the future of renewable energy and presents the range of credible possibilities for that future. The report does not provide one preferred vision or position, but rather portrays a range of possibilities and thinking on the subject—compiled into a simple overview. The report is intended as a tool for education and discussion, and as an objective framework for thinking about the future of renewable energy. In order to facilitate discussion, the report also portrays a number of “Great Debates” which emerged from expert interviews and published material, when opinions diverged significantly. The GFR also contains an online supplement, a “Topical Discussion Report” which contains a series of 30 “discussion topics” that break down renewable energy futures into specific areas of subject matter. These topics are cross-referenced in endnotes throughout the report, and provide additional information, discussion/debate points, and references for the interested reader.

The Renewables Global Futures Report will be launched at ADIREC in January 2013 and will be followed by outreach activities throughout 2013 and in conjunction with other REN21 products/network partners. The great debates and key message of the Global Futures Report will be used to convene topical debates as outlined in chapter 6.2.

Similar to the GSR, a biennial update of the GFR focussing on specific aspects is envisaged to capture the state of discussion in a particular area (e.g. integration, business models, policy design, etc.)

### 6.1.5. Renewables Global Economics Report

The REN21 Global Economics Report<sup>3</sup> aims to create a framework to assess the macroeconomic impact of renewable energy deployment and compare the true costs of employing renewable energy and comparing it with the benefits that accrue from it to a country by transitioning to a more renewable intensive energy supply.

This report will create a framework which will also allow countries to compare their performance of the cost benefit matrix with the performance of others, thereby allowing exchange of best practices, comparative analysis between countries/regions, assessment of impact of imports, impact of indigenous industry as well as impact of individual renewable energy technologies and comparability of data across countries.

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<sup>3</sup> See Annex 3 for detailed concept note of the Renewables Global Economics Report

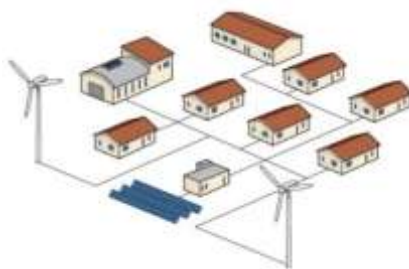
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In a first step, REN21 aims at bringing together a group of experts from different world regions (Latin America and Caribbean, North America, Europe, Africa and Middle East as well as Asia Pacific) in order to develop a framework to assess the macro-economic impacts of renewable energy deployment. In addition to regional research institutes, the REN21 network partners working on related topics such as IEA, IRENA, UNEP, CEM etc. will be invited to share their work and experience and participate in the exercise.

A stakeholder group meeting bringing together the various perspectives from the different regions and institutions will be set-up to initiate a dialogue on parameters of a common assessment framework. The regional partners conducting the national/regional assessments are expected to work together to develop a common framework & apply it in their country/region. Based on these findings and under the guidance of a leading specialist, Renewables Global Economics Report on macro-economic aspects of renewable energy deployment will be produced.

Once the framework has been developed, regular assessments of the macroeconomic impact of renewable energy deployment can be made by more countries/regions and presented in the form of a periodic publication which will allow countries from around the world to present and compare their performance on the cost benefit matrix with the performance of others, thereby allowing exchange of best practices, comparative analysis between countries/regions, assessment of impact of imports, impact of indigenous industry, impact of individual RE technologies and comparability of data across countries.

**6.1. 6. Renewables Mini-grid Policy Toolkit**



Renewable and hybrid energy mini-grids are significant not only for increasing energy access, but also for enabling the increased use of grid-connected renewable energy. It is therefore vital, against the background of the SE4All-Initiative, to make renewable energy based mini-grids an integral part of energy plans and decision making. The Renewables mini-grid policy toolkit is designed to provide policy-makers with essential background information as well as hands-on recommendations

for mini-grid framework development. The toolkit will be based on the analysis of international mini-grid experiences, but will have a specific focus on Africa, since the mini-grid policy toolkit is financed under the EUEI-PDF Renewable Energy Cooperation Programme.

The toolkit will be developed by the three partner organizations (REN21, RECP/EUEI-PDF (funding party) as well as ARE (Alliance for Rural Electrification)) in a cooperative process, involving stakeholders from private sector, governments, civil society and academia. It will be disseminated through training workshops and online platforms.

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The mini-grid policy toolkit primarily targets

- Senior decision-makers in public authorities, charged with overall sector coordination, energy sector planning, and oversight over formulation and implementation of policies and regulations;
- Senior technical staff and energy sector practitioners, in particular in public authorities (Ministries, regulators, rural electrification agencies) providing input to decisions at a higher level, and coordinating the implementation of policies and regulations.

In order to reach the identified target group, the Renewables Mini-grid Policy Toolkit will be short and concise (max. 30 pages), presented as a “handy” guide, which will:

- provide information for senior policymakers in terms on the applicability and benefits of mini-grids as such, and on key policy / regulatory issues that need to be addressed,
- endow senior practitioners with essential knowledge about these issues to equip them with arguments they need to address their seniors.

REN21 will also collaborate with ECREEE (ECOWAS Center for Renewable Energy and Energy Efficiency), who will build upon the mini-grid toolkit to organise a regional capacity building workshop under their work programme and also initiate the implementation of mini-grids in the region with a specific call for projects around the mini-grid topics (both activities are financed by UNIDO/GEF). Furthermore, REN21 is in discussion with several regional and international organisations on possibilities to collaborate, among those UNIDO, UNDP, UN Foundation SE4All practitioner network.

### **6.1.7. Contribution to SE4All Tracking Report**

REN21 is working with a consortium of Worldbank, IEA, IRENA, UNEP, UNDP, WHO, Practical Action etc. to develop the SE4All Tracking Report which will be launched in spring 2013 and which will be updated on a regular basis, most likely every two years. REN21 will continue to collaborate in this process to provide up-to-date information from its different products.

**The REN21 products will be disseminated accordingly through presentations at key international fora dealing with energy and with sustainable development by raising the profile and encouraging the deployment of renewable energy.**

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### **6.2. Action area 2: Organisation and moderation of focused debates on specific topics**

Given the convening power of REN21 and its broad multi-stakeholder base, the organisation and moderation of focused debates on specific topics such as for example

- integration of renewable
- citizen involvement in the energy transition
- macroeconomic aspects of renewable energy deployment
- renewable energy & climate change
- energy access with renewable energy
- etc.

is foreseen.

#### **6.2.1. Virtual debates**

These debates will be organised both in the virtual space through topical articles, the REN21 newsletter as well as discussion groups on REN21+, etc. and through topical workshops and panel discussions in conjunction with outreach activities around the REN21 products listed in chapter 6.1.

#### **Topical articles**

REN21 produces a lot of high-quality information but does not yet disseminate it to its full extent. Building upon generated messages, it is foreseen to produce regular topical articles to portray information from REN21 products in the context of on-going debates, e.g. on integration, financing of renewable, rural renewable energy etc. The REN21 Secretariat will work in close collaboration with REN21 members to identify topical focus and regional/national relevance. These articles will be both made available on the REN21 website, on reegle.info as well as published via different on-line and print media.

#### **Discussion groups on REN21+**

The REN21+ Web Platform aims at extending the REN21 network and augmenting the interlinking of its members. It enables users to benefit from inbuilt peer review tools that streamline and enhance the exchange of renewable energy relevant content. REN21+ furthermore provides a high quality online data and news research tool.

Furthermore, REN21+ can be used to post a debate on an identified topic to receive stakeholder feedback and initiate interactive discussion which can then either lead to the creation of a physical workshop on an identified topic or provide input in other REN21 activities such as topical articles or different reports. These debates will be moderated by the REN21 Secretariat in close cooperation with a dedicated expert from the REN21 network.



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### Webinars

REN21 has entered cooperation with the Clean Energy Solutions Centre which provides the opportunity to organise tailor-made webinars on different topics. For 2011 and 2012 GSR outreach, several webinars in cooperation with regional partners were already successfully organised which significantly contributed to outreach of the REN21 messages at no cost for REN21. The use of this way of dissemination will be continued and extended in the future and for further REN21 products.

### 6.2.2. Topical workshops and panel discussions

In addition to virtual debates as outlined in section 6.2.1., the organisation of topical workshops and panel discussions in conjunction with outreach activities of REN21 products is envisaged. Experience in the past has shown that REN21 products can serve as valuable input to the policy agenda and bring actors together. During 2012 GSR outreach, for example, a series of highly interactive debates on the status and prospects of renewable energy in a specific national/regional context were organised. The following examples highlight the nature of organised debates and can serve as inspiration for future events:

In July 2012, three Directorates of the European Commission (Development, Energy and Climate) got together to host a GSR outreach event in Brussels which allowed a cross-sector discussion of renewable energy deployment in both the developed world as well as developing countries. The GSR provided an excellent platform to convene experts of all three fields and provided a lively forum for interaction among them.

In September 2012, REN21 followed the invitation of the Clean Energy Council for a "GSR road show" in Australia. The timing of the 3 day road show coincided with the review of the Australian renewable energy target, REN21 contributed to this political debate with unbiased information on renewable energy policy evolution globally and managed to interact with numerous key decision makers from the Australian Parliament, national administration, the renewable energy industry and finally the general public at a public lecture gathering more than 400 participants at Melbourne University.

During 2012 REN21 also hosted GFR workshops together with supporting partner organisations, including SANEDI, TERI, REEEP, WFC, etc. which brought together prominent experts, governments and organizations to discuss the future of renewable energy in their respective country and the choices and options ahead. These workshops served as a tool to facilitate dialogue and consolidate thinking on the future of renewable energy among multi-stakeholder actors.

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REN21 will continue and extend cooperation with the existing network of regional contributors/partners to strengthen regional debates on renewable energy through targeted workshops, articles, etc.

As practised in the past the organisation of a topical workshop back-to-back with REN21 Steering Committee meetings when these are not organised adjacent to IRECs will be envisaged to stimulate exchange and discussion among REN21 network members on a preselected topic.

### **6.2.3. Renewable energy summer policy academy for decision makers**

The organisation of a renewable energy summer academy for decisions makers every two years is envisaged to bring the extended REN21 network (over 500 GSR contributors and reviewers, GFR interview partners) physically together and allow exchange of information and ideas in a more relaxed setting.

Future-oriented policy solutions require coordinated thinking by complementary actors. For this purpose, a renewable energy policy summer academy will be set up to provide a forum for policy debate in an informal and creative atmosphere/environment, thereby aiming at creating new solutions. When developing the refined concept for the renewable energy policy summer academy, REN21 will rely on experience made with similar high-level summer studies in the energy efficiency sector (see eceee/aceee<sup>4</sup> which organise such high-level summer studies in the field of energy efficiency for already more than 20 years).

The renewable energy policy summer academy could consist of specific events for different target groups:

- Members of national Parliaments
- Media representatives
- Representatives of international organisations, national governments, civil society, NGOs, science & academia etc.
- REN21 GSR community etc.

The setting in an informal environment will facilitate discussion and exchange among the different stakeholder groups and provide space for developing new concepts/initiatives. A renewable energy policy summer academy organisation committee will be set-up in order to define the detailed concept of the event. This organisation committee will be chaired by REN21 and composed of REN21's network members as well as representatives of the host country.

The event is likely to last 4 consecutive days and will be composed of both formal and informal sessions. Formal sessions will discuss pre-defined topics for which speakers will be identified and

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<sup>4</sup> [http://www.eceee.org/summer\\_study](http://www.eceee.org/summer_study)

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invited. The content of informal sessions can be determined by the summer academy participants. This concept has proven successful during eceee as it foresees space to discuss relevant last-minute arising topics being at the core interest of participants.

For the organisation of the summer academy, REN21 will rely on a fairly similar model as for the IRECs: REN21 through its network will facilitate the programme development as well as international promotion of the event, the host country will be responsible for logistics.

The first REN21 Renewables policy summer academy could be organised in June 2014 in Germany in memory of the renewables2004 and highlight the successes of last decade. From then on, such Renewables Summer Academies would be organised every two years alternating with the more formal IRECs.

### 6.2.4. Facilitation of IRECs

Dedicated exclusively to the renewable energy sector, IREC is a high-level political conference series hosted by alternate governments every two years and convened by REN21. IREC acts as a common platform for government, private sector and civil society leaders to jointly address the goal of advancing renewable energy and has provided the impulse for several momentous initiatives over the past decade.



REN21 has the role of gatekeeper and international partner of the international Renewable Energy Conferences (IRECs) that take place every two years. REN21 chooses the host country of the next IREC according to established selection guidelines<sup>5</sup> as well as supports the host in the planning and organization of the IREC. For this purpose, an International Advisory Committee is set up by REN21.

REN21 will continue to support the upcoming IREC hosts as successfully demonstrated for BIREC (Beijing), WIREC (Washington), DIREC (Delhi) and ADIREC (Abu Dhabi). The next IRECs are supposed to take place in 2015 and 2017 respectively.

<sup>5</sup> <http://www.ren21.net/REN21Activities/IRECs/IRECSelectionGuidelines/tabid/5466/Default.aspx>

## **Draft REN21 Strategy and Workplan 2013 – 1015**

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REN21 has received an indicative expression of interest from South Africa for hosting the next IREC in 2015; however this expression of interest needs to be ratified by the Cabinet which should hopefully happen in early January 2013.

The Bureau expresses its support to South Africa for hosting the next IREC and proposes to endorse South Africa as next IREC host under the condition that the South African government confirms its commitment.

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### **6.3. Action area 3: Strengthen and leverage REN21's multi-stakeholder base**

REN21 aims at both strengthening the interaction between the Secretariat as well as the network members and at enlarging the REN21 multi-stakeholder network. The visibility of both REN21 products as well as those of the network members will be increased through REN21 communication tools such as the REN21 website and the REN21 newsletter.

#### **6.3.1 REN21 website**

The REN21 Website remains the digital business card of REN21 and main focal point for those interested in the activities of REN21 and its network members. Next to providing an overview of the network structure, featured articles and events, the website provides access to all of REN21's flagship products (via download and links). The website has seen considerable growth in viewing numbers since 2009 and currently attracts more than 100,000 unique visitors annually.

REN21 aims at further increasing the amount of featured articles in the REN21 Network news section to more extensively contribute to latest debates in the energy sector and highlight knowledge & information from its own products as well as the one from network partners. This will be achieved by regular periodic outreach activities with REN21 network members and the increasing of cross-linking between member websites.

The website has been updated regularly to mirror the technological progress of web technology, but has reached a point where an interface overhaul has become necessary. A first visual re-launch is initiated in the course of December 2012; subsequent changes will be introduced in order to provide improved user friendliness.

In a next step, a strategy of deep integration of all REN21 network activities (REN21+, Renewables Interactive Map, online collaboration tools and social networks) will be implemented under the roof of the modernized REN21 website in order to extend its user comfort and further expand its reach.

#### **6.3.2 REN21 newsletter**

The REN21 Newsletter has established itself as one of the main outlets to showcase the activities of the REN21 Secretariat as well as the REN21 network members. With a reach of over 8.200 subscribers (as of December 2012), this quarterly email publication is being read by a multitude of decision makers in the renewable energy field, reaches scientific experts and provides a concise overview for all those interested in the activities of REN21 and its network members. The structure of the newsletter includes:

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- News from the REN21 Secretariat that showcase the development of REN21's flagship products and activities
- News from the REN21 Network that provides information of recent activities of REN21 network members
- An overview of upcoming events relevant for the reader interested in renewable energy policy making

REN21 aims towards further enhancing the overall participation rate of REN21 network members to provide relevant content to the REN21 newsletter and thus further increasing the relevance of this email publication. This will be undertaken by streamlining the content collection process with REN21 network partners.

REN21 furthermore aims to considerably grow the subscription database through cross-network cooperation with REN21 partners. 4 annual newsletters will be released (March, June, September, and December).

### **6.3.3. Strong interaction with key institutional network partners**

In the past, REN21 has established excellent relationships with key institutional network partners such as IRENA and IEA. These will be continued throughout the implementation of the entire REN21 strategy and work plan.

The complementary nature of REN21 as multi-stakeholder network with a lean structure and IRENA as powerful intergovernmental organization supported by 150+ governments throughout the world provide an excellent basis for enhancing each other's activities, thereby facilitating the reaching of the shared objective of a rapid uptake of renewable energy globally.

Strong interaction with both the IEA and IRENA will be continued in the future through the following activities:

- Participation of REN21 in the IEA's Renewables Industry Advisory Board
- Collaboration with the IEA-RETD
- Participation of REN21 in the IRENA business & civil society fora
- Collaboration on renewable energy data (national/regional data gathering processes, publications, data portals, etc.)
- Collaboration in the organization of events (e.g. joint outreach and topical workshops, IRECs, summer academy, etc.)

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### 6.3.4. Enlarge the REN21 network

REN21 evolved from an international advisory network constituted for the renewables2004 conference in Bonn/Germany and has evolved since then in an inclusive multi-stakeholder network. The new set-up of REN21 with transparent governance structures provides a sound basis for further enlargement of the network by

- regional organisations
- influential persons as “Renewable Energy Ambassadors” and influential think tanks
- academia
- financing institutions
- corporations<sup>6</sup>

REN21 members will benefit from

- Extended networking opportunities with renewable energy actors from around the globe
- Better visibility for their products/services through the REN21 networking tools (events, newsletter, website)
- Participation in shaping the global renewable energy policy agenda
- REN21’s role as opinion influential in the global renewable energy arena

### 6.3.5. Broaden the funding base of REN21

In the past, several attempts were made to broaden the funding base of REN21; however the approaches taken so far were never consistent and very successful. The current financial set-up of REN21 is rather unbalanced and heavily dependent on the German Government.

The re-creation of a funding committee is proposed to develop a funding strategy in close collaboration with REN21’s Executive Secretary. Fundraising should both target the public sector (governments, international organizations, etc.) as well as the private sector (well targeted sponsorship packages for industry). It is clear that any sponsorship funding generated shall by no means challenge the independent nature of information provided by REN21 as well as REN21’s standing as independent multi-stakeholder network.

Several types of sponsorship can be envisaged:

- Financial contribution to core activities of REN21
- Sponsorship of dedicated REN21 products
- Sponsorship of REN21 events

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<sup>6</sup> The new REN21 statutes foresee the possibility for inclusion of corporations in the REN21 membership. Modalities for a geographical and sector-balanced participation of corporations within REN21 need to be developed.

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## 7. Outputs

For 2013, the implementation of the different action areas will result in the following outputs:

### 2013 outputs

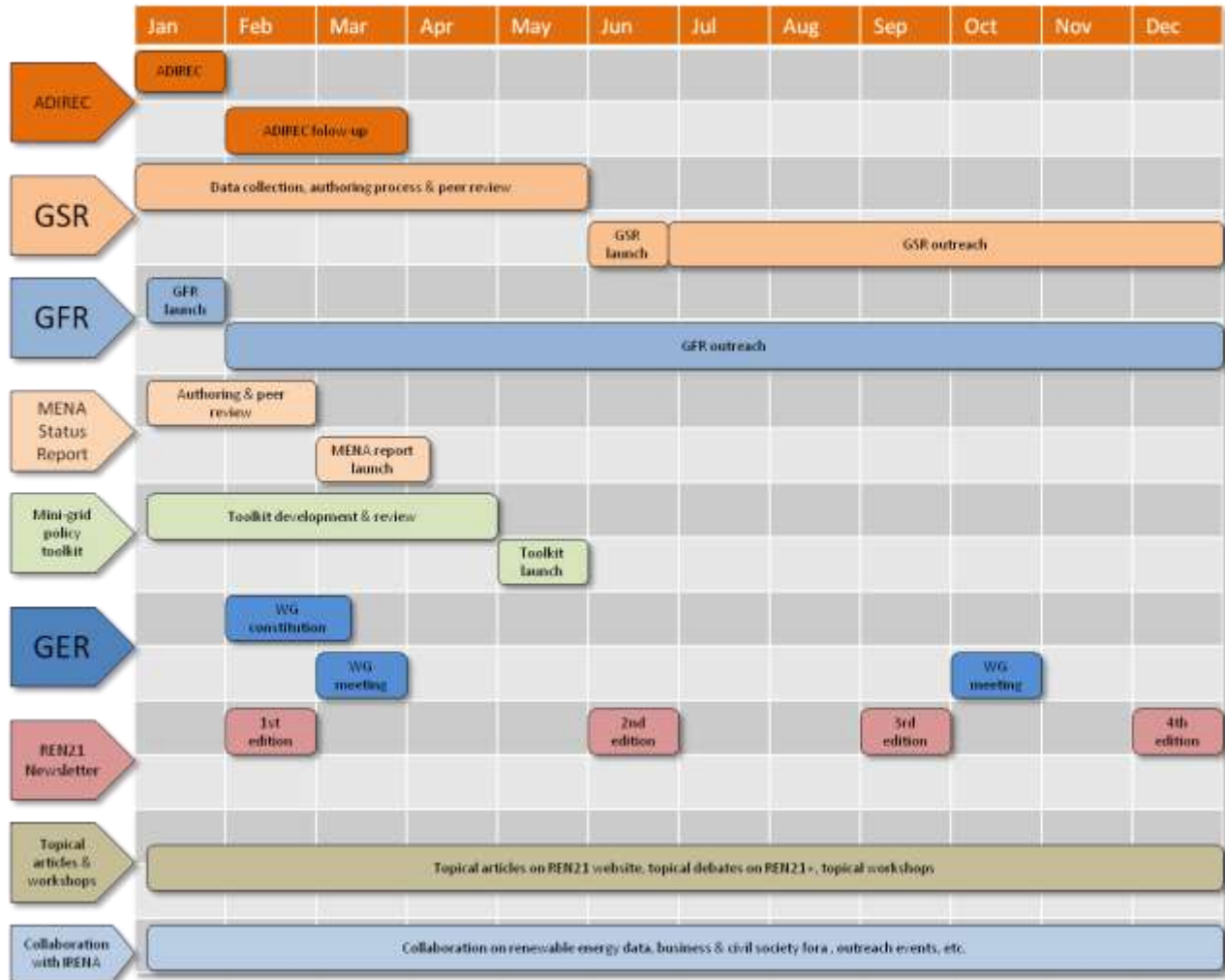
<b>Output</b>	<b>Timing</b>	<b>Partners</b>
Abu Dhabi International Renewable Energy Conference (ADIREC)	15-17 January 2013	United Arab Emirates
Global Futures Report	January 2013	ISEP
REN21 Steering Committee	17 January 2013	REN21 Steering Committee members
1 <sup>st</sup> REN21 newsletter	February 2013	REN21 members
MENA Status Report	March 2013	IRENA, UAE
First meeting of working group on Global Economics Report	March 2013	Macro-economic research institutes in different parts of the world/UNEP, IEA, IRENA etc.
Mini-grid policy toolkit	May 2013	RECP/EUEI-PDF, ARE
Global Status Report	June 2013	500+ contributors/reviewers
2 <sup>nd</sup> REN21 newsletter	June 2013	REN21 members
3 <sup>rd</sup> REN21 newsletter	September 2013	REN21 members
Second meeting of working group on Global Economics Report	October 2013	Macro-economic research institutes in different parts of the world/UNEP, IEA, IRENA etc.
4 <sup>th</sup> REN21 newsletter	December 2013	REN21 members



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## Timeline of 2013 outputs



## GSR/GFR outreach 2013 back to back with major events

Event	Timing	Location
Abu Dhabi International Renewable Energy Conference (ADIREC)	15-17 January 2013	Abu Dhabi, United Arab Emirates
Clean Energy Ministerial	17-18 April 2013	Delhi, India
Advancing Sustainable Hydropower (IHA)	21-24 May 2013	Malaysia

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World Bioenergy Conference (WBA)	27-29 May 2013	Jönköping, Sweden
Vienna Energy Forum	28-30 May 2013	Vienna, Austria
WWEC13 (WWEA)	3-6 June 2013	Cuba
Asia Clean Energy Forum (ADB)	24-28 June 2013	Manila, Philippines
Brazil Windpower (GWEC)	3-5 September 2013	Rio de Janeiro, Brazil
Windaba (GWEC)	25-27 September 2013	Cape Town, South Africa
China Windpower (GWEC/CREIA)	16-18 October 2013	Beijing, P.R. China
ISES conference (ISES)	3-8 November 2013	Cancun, Mexico
COP19	November 2013	Warsaw, Poland

In addition, dedicated GSR/GFR outreach events with REN21 regional contributors will be scheduled for the throughout 2013.

### **For 2014, the major outputs as outlined in the action areas above are:**

- REN21 Steering Committee meeting (location to be determined)
- Global Status Report 2014
- Global Economics Report
- Renewable Energy Summer Academy
- 4 REN21 newsletter editions
- Rural Renewable Energy Report (provided enough funding)

### **For 2015, the major outputs as outlined in the action areas above are:**

- IREC2015
- REN21 Steering Committee meeting (back to back with IREC)
- Global Status Report 2015
- Global Futures Report update based on outreach 2013/14
- 4 REN21 newsletter editions
- Renewables Local Policies report (provided enough funding)

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The detailed timeline for 2014 and 2015 will be developed at a later stage.

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### 8. Organisational Structure

In 2005, REN21 was created as multi-stakeholder network with a Secretariat co-hosted by GTZ/UNEP. Since then, REN21 has evolved from an informal network to an entity producing well recognized products. In order to reflect this development & in order to make administration easier, the creation of REN21 as association was decided and enacted, without however changing the network structure of REN21.

As of January 2013, REN21's network structure is made up of the following agents:

#### General Assembly

The General Assembly consists of all members. The General Assembly convenes at least once every three years.

#### Steering Committee

The multi-stakeholder Steering Committee is the central governing entity of REN21 and is composed of up to 45 members who shall duly reflect the membership base of REN21. The Steering Committee approves the REN21 work plan and budget. Composed of distinguished individuals from various geographical and institutional backgrounds, the Steering Committee is a nodal point for the relevant actors in the global renewable energy policy arena, from national governments, international organisations, industry associations, science and academia, NGOs, and members at large.

#### Bureau

Composed of the Chair and 7 Vice-Chairs as well as the Executive Secretary, the Bureau makes decisions and exercises executive authority between meetings of the Steering Committee.

#### Secretariat

The REN21 Secretariat operates from offices in Paris, France that are located at the United Nations Environment Programme (UNEP) and is headed by REN21's Executive Secretary.

At the beginning of 2013, the REN21 Secretariat will consist of 5 permanent full-time staff members plus 2 interns as well as a couple of consultants:

- Executive Secretary
- 2 Policy Advisors
- Communication & Outreach Manager
- Office Manager & Assistant to the Executive Secretary
- 2 interns

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### 9. Financial outlook

One of the main reasons for the creation of REN21 as association was to provide a base for administering financial contributions from network partners/external funders as this was rather difficult in the initial set-up.

The creation of REN21 as legal entity will allow easier administration of funding from external sources. In the past, contributions from both network partners (e.g. ACORE, ADB, SANEDI) as well as external funders (e.g. WFC, UN Foundation, PPC) were received and had to be channelled to REN21 in a rather complicated way.

For the future, it is foreseen that through a well coordinated fundraising strategy, REN21's income could grow over the years and evolve as outlined below:

INCOME		EURO		
Category	Description planned (13th SC)	2013	2014	2015
<b>Core funding</b>	German government	1.000.000	1.000.000	1.000.000
	UNEP (in-kind)	45.000	45.000	50.000
	Other governments/int. Organizations (2013: 20.000 € through EUEI-PDF)	120.000	200.000	225.000
<b>Activity related</b>	IREC hosts (250.000 € per host split over two years)	125.000	125.000	125.000
	Industry sponsors	50.000	100.000	125.000
<b>TOTAL</b>		<b>1.340.000</b>	<b>1.470.000</b>	<b>1.525.000</b>

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Accordingly, the following evolution of REN21's expenses can be envisaged:

COST		EURO		
Category	Description planned (13th SC)	2013	2014	2015
<b>Secretariat Staff</b>	5 full-time staff in 2013 plus 2 interns, 6 full-time staff as of 2014 plus 2 interns	550.000	620.000	650.000
<b>Travel</b>	All staff	70.000	80.000	90.000
<b>Operation Expenses</b>	Office equipment & expenses (UNEP in-kind)	45.000	45.000	50.000
	Admin. cost (overheads)	100.000	100.000	115.000
	Annual SC Meeting	20.000	20.000	20.000
	Maintenance website, media outreach, etc.	10.000	15.000	25.000
	Miscellaneous	10.000	10.000	10.000
<b>Project activities</b>	Renewables Global Status Report & data collection process incl. outreach	300.000	320.000	350.000
	Renewables Interactive Map	15.000	20.000	30.000
	Renewables Global Futures Report	30.000	30.000	50.000
	Regional/Topical Status Reports (2013: MENA, 2014: rural energy, 2015: local)	20.000	40.000	50.000
	Renewables Global Economics Report	120.000	120.000	50.000
	Topical workshops	10.000	15.000	20.000
	IREC preparations & follow-up	10.000	5.000	0
	Renewables summer academy	20.000	20.000	5.000
	Mini-grid policy toolkit	0	0	0
	REN21+	10.000	10.000	10.000
<b>TOTAL</b>		<b>1.340.000</b>	<b>1.470.000</b>	<b>1.525.000</b>

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### 2013 BUDGET BREAKDOWN PER PROJECT

	Personnel	Contracts with consultants/ service providers	Operation expenses	Travel Secretariat	Total	Level of funding secured	Funding gap
Global Status report, Renewables Interactive Map & outreach	266.130	315.000	89.516	30.000	700.646	85%	51.750
Renewables Global Futures Report	35.484	30.000	11.935	10.000	87.419	60%	16.000
Regional/Topical Status Reports (2013: MENA, 2014: rural energy, 2015: local)	35.484	20.000	11.935	3.000	70.419	100%	0
Renewables Global Economics Report	70.966	120.000	23.871	5.000	219.837	60%	50.000
Topical workshops & debates	35.484	10.000	11.935	5.000	62.419	50%	7.500
IREC preparations & follow-up	35.484	10.000	11.935	10.000	67.419	100%	0
Renewables summer academy	35.484	20.000	11.935	2.000	69.419	10%	20.000
Mini-grid policy toolkit	17.742	0	5.968	5.000	28.710	100%	0
REN21+	17.742	10.000	5.968	0	33.710	50%	5.000
<b>Total</b>	<b>550.000</b>	<b>535.000</b>	<b>185.000</b>	<b>70.000</b>	<b>1.340.000</b>	<b>89%</b>	<b>150.250</b>