



REN21 Strategy and Workplan 2016-2018



Approved by REN21 Steering Committee on 7/10/2015

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1. Background

There is a rising awareness worldwide that renewable energy and energy efficiency are critical not only for addressing climate change, but also for creating new economic opportunities and for providing energy access to the billions of people who lack access to modern energy services. Over the past decade, and particularly in recent years, advances in renewable energy technologies, global increases in capacity, and rapid cost reductions have been due largely to policy support, which has attracted significant investment and has further driven down costs through economies of scale.

Renewable energy continued to grow in 2014 against the backdrop of increasing global energy consumption and a dramatic decline in oil prices during the second half of the year. In 2014, for the first time in four decades, the world economy grew without a parallel rise in carbon dioxide (CO₂) emissions. Despite the world's annual 1.5% increase in energy consumption in recent years and 3% Gross Domestic Product growth last year, CO₂ emissions were unchanged from 2013 levels. The landmark "decoupling" of economic and CO₂ growth is due in large measure to China's increased use of renewable resources, and efforts by OECD countries to promote sustainable energy sources.

In 2014, renewable energy expanded significantly in terms of capacity installed and energy produced, with renewable energy investments in the power sector outpacing net investments in fossil fuel power plants. The most rapid growth and the largest increase in renewable capacity occurred in the power sector and was dominated by three technologies: wind, solar photovoltaic (PV), and hydropower. Development of renewable heating, cooling, and transport still lags behind that of renewable power. Low fossil fuel prices, ongoing fossil fuel subsidies, and competition with other possible investments, such as energy efficiency improvements and other renewable energy systems, further slowed the potential of the renewable heat sector. Despite multiple potential entry points for renewable energy in the transportation sector, development has been limited, and the primary focus of policies, markets, and industries has been on liquid biofuels.

Policy support for renewables has contributed to a growth in market volume and to strong global competition. Significant cost reductions, especially for solar PV and wind power, have played a part in the increasing electrification of transportation and heating applications, highlighting the potential for further overlap among the sectors in the future. In many countries, renewables are broadly competitive with conventional fuels, particularly in the power sector.

In developing countries, distributed renewable energy systems offer an unprecedented opportunity to accelerate the transition to modern energy services and to increase energy access. Although falling costs of solar PV have rendered the technology the most economical

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source of power for off-grid electrification, access to up-front financing or the necessary equipment continued to be major barriers in 2014.

It is clear that renewables have become a mainstream energy resource. The penetration and use of both variable and non-variable renewables are increasing, thereby contributing to diversification of the energy mix. Many renewable energy technologies have experienced rapid expansion; however, growth in renewables capacity as well as improvements in energy efficiency are below the rates necessary to achieve the Sustainable Energy for All (SE4All) goals of doubling the level of renewable energy, doubling the global rate of improvement in energy efficiency, and providing universal energy access by 2030. In the future, more efforts are needed to foster an even more uptake of renewable energy in electricity, heating and cooling as well as transport.

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



The organisation facilitates 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 industrialised and developing countries that are driven by climate change, energy security, development and poverty alleviation.

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3. Assessment of REN21's performance 2013 - 2015

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

They were as follows:

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

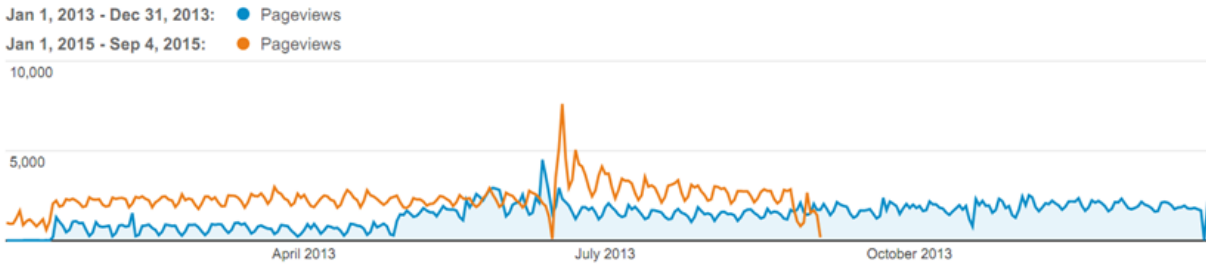
Deliverables

- 3 Renewables Global Status Reports (2013, 2014, 2015)
- The First Decade: 2004-2014
- Revamped Renewables Interactive Map
- Renewables Global Futures Report (2013)
- Regional Reports (MENA, ECOWAS, SADC)
- Mini-grid Policy Toolkit

REN21 increased its outreach and visibility over the 2013-2015 period. Website, newsletter and request statistics were used to track the success of outreach efforts. Overall interest in REN21 activities and products increased over the three year period. Based on website statistics, downloads of all REN21 publications increased from 510,000 in 2013 to 585,000 by August 2015, representing a 13.8% increase which is expected to keep growing through the end of 2015. Interest in REN21's flagship product (GSR) increased steadily across the world as did the use of the REN21 website as illustrated below.

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The launch of the 2013 GSR saw press coverage in 570 different on-line media sources with 80% of coverage occurring predominately in the USA followed by Europe and Japan. By 2015, press coverage on the GSR was up to 718 online stories with a levelling of geographical coverage across Asia, Europe and North America. Newspaper coverage also increased, rising from 8 articles in 2013 to 20 in 2015. Outreach to sub-Saharan Africa was stable but remains a challenge.

Social media was increasingly used to spread the message about renewables. The majority of activity was via Twitter which saw an explosion of activity around the GSR 2015 launch. New tweets and retweets increased by 50% and 100% respectively.

Outreach in the form of key note addresses and presentations rose from 25 in 2013 to 45 in 2014. By the end of 2015 the REN21 secretariat will have collectively presented at 50 events. Webinars on key topics and the creation of an annual report have helped to spread further information about REN21.

Goal 2: Initiate focused debates on key-issues enabling transition to renewable energy

Objective:

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

Deliverables:

- ADIREC 2013
- REN21 Renewables Academy 2014
- SAIREC 2015
- GSR outreach events
- Featured articles on the REN21 website and via reeegle.info

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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

Deliverables:

- Establishment and full functioning of REN21 as legal entity (development of by-laws, financial regulation, accounting system, staff guidelines)
- 4 REN21 newsletter per year portraying REN21 and member activities
- Strong interaction with institutional network partners such as IRENA, IEA, UNEP, UNIDO, SE4All, World Bank, etc.
- Increase in membership (from 48 in 2013 to 53 by mid-2015)
- Broadening of funding base (ECREEE, UNIDO, UNEP, OFID)

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Overall assessment

Over the course of the last three years, REN21 has delivered on all of the above-mentioned goals with the exception of a Renewables Global Economics Report; this work was stopped and integrated into the macro-economic work coordinated by IRENA. All of the outlined deliverables were achieved with limited personnel (2013: 4 full-time staff plus interns; 2014-2015: 5 full-time staff plus interns) and financial resources (stable core funding to cover increased level of activities).

REN21's legal entity is fully established and operational; the hosting of the REN21 Secretariat by UNEP ensures a strong entry point to the UN system (REN21 is observer to UN Energy; UNEP and the UNFCCC; and the GSR is considered as a UN-backed report) and enables a lean and efficient operation.

Strong relationships were built with IEA, IRENA, UNEP, UNIDO, SE4All, World Bank, etc.

Over the last three years, REN21 managed to strengthen its key assets:

- Robust multi-stakeholder network grown over the last decade to over 500 people contributing to REN21 reports and a contact database of over 13,000 subscribers
- Clearly defined product lines and well-recognised flagship product (GSR)
- Widespread reputation as reliable information provider and knowledge broker
- Transparent and collaborative approach
- Excellent ratio between output and resources (high return on investment)
- Lean structure which is responsive
- Complementary to IEA and IRENA (informal data, multi-stakeholder base)

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4. Strategic goals, objectives & deliverables 2016-2018

For the period 2016-2018, the following goals, objectives and deliverables are agreed. They build on the achievements of the previous three years and take into account the evolution of renewables and corresponding institutional set-up:

Goal 1: Expand the REN21 network and strengthen collaboration with key actors

Objective:

Over the next three years, REN21 will strengthen the multi-stakeholder character of the REN21 network by including complementary stakeholder groups (e.g. utilities, consumer organisations, corporations, city representatives etc.) as well as strengthen the collaboration with key network partners such as IEA, IRENA, SE4All, UNEP, UNIDO, World Bank, etc.

REN21 will continue to sharpen its key assets – especially the multi-stakeholder network, the GSR, the preparatory work for the IRECs and the REN21 Renewables Academy – to ensure that these are given a long-term existence in an increasingly competitive environment and making the best use possible of the additional value created.

Deliverables:

- Short-term:
 - Analysis of the existing and expected products and services by different market players with a special focus on possible overlaps, potential synergies and the identification of possible interfaces.
 - Set up a Task Force with representatives from REN21, IRENA, IEA and SE4All to outline options of how to further develop closer cooperation with other relevant institutions.
- Mid-term: Develop and implement a strategy to combine forces with IRENA, IEA and SE4All to work together in a consentaneous way while maintaining the core elements of REN21 strengths
- Assess the optimal future location of the REN21 Secretariat (Paris or Bonn)
- Create strong interaction with key institutional network partners
- Enlarge the REN21 network
- Broaden the funding base of REN21

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Goal 2: Leverage REN21's multi-stakeholder network base to provide up-to-date unbiased information on renewable energy worldwide

Objective:

Using its multi-stakeholder base and working in collaboration with other key actors such as the IEA, IRENA and SE4All, REN21 collects high-quality information on renewable energy which reflects diverse viewpoints from both private and public sector actors. Collectively this information raises awareness of and enables a global transition to renewable energy, helping to mitigate climate change, secure energy, create business opportunities, secure energy access and alleviate poverty.

Deliverables:

- Annual Renewables Global Status Report
- Regional Status Reports
- Renewables Interactive Map
- Thematic Renewables Global Futures Report

REN21 will build on its global reputation as an unbiased renewable energy information provider. It will continue to develop successful, existing products and create new ones, in close collaboration with key network partners. The resulting work will be delivered at international fora that look at energy and sustainable development to raise the profile and encourage the inclusion of renewable energy in proposed actions and solutions.

Goal 3: Initiate focused 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

Deliverables:

- REN21 Renewables Academy 2016
- IREC 2017
- Featured articles on the REN21 website and via other portals
- 4 REN21 newsletters produced annually
- Expand communication and outreach activities related to REN21 products and services

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5. Workplan 2016 – 2018

5.1. Expand REN21 network and strengthen collaboration with key actors

5.1.1 Create strong interaction with key institutional network partners

The growing importance of renewable energy sources in the global energy supply in the recent years is also demonstrated by an increasing number of international actors who also aim to foster the growth of renewables worldwide. Since its foundation in 2009, the International Renewable Energy Agency (IRENA) has increased its membership base to 140 member countries, with 29 more countries in the application process. At the same time, the number of publications and analysis by IRENA as well as its advising services to member countries has multiplied. The International Energy Agency (IEA) has developed its work on renewables in the recent years and other organisations such as SE4All, REEEP, RETD, UNIDO, the World Bank as well as other regional entities (e.g. ECREEE, RCREEE) have contributed to the international renewables debate which will all gain in significance with the new global energy goal within the SDGs (monitored by SE4All) and new emerging initiatives.

Against this background, it is crucial to further develop the strengths of REN21 but also to seek closer cooperation with other leaders on specific products and services in order to avoid the growing risk of repetition and overlap. Therefore one of REN21's crucial challenges in the next working period will be to define its role and tasks within an increasingly competitive environment, given that not only REN 21 but also IRENA, IEA and others plan to further expand their products and services.

In the past, REN21 has established excellent relationships with key institutional network partners such as IEA, IRENA, SE4All, UNEP, UNIDO, World Bank etc. These will be continued throughout the implementation of the entire REN21 strategy and work plan.

The following interactions with key institutional network partners are foreseen:

IEA

- Collaboration with the IEA on renewable energy data gathering for the REN21 Global Status Report and the IEA's Medium-Term Renewable Energy Market Report, including joint outreach
- Participation of REN21 in the IEA's Renewables Industry Advisory Board
- Collaboration with IEA-RETD

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IRENA

- Collaboration with IRENA on renewable energy data
 - Interlinking Renewables Interactive Map with the IRENA's Resource and Global Atlas for Renewable Energy by sharing and interlinking both platforms
 - Portraying IRENA's work on jobs, cost, and policy design in the Renewables Global Status Report
 - Sharing renewable energy data and statistics and contributing jointly to improve renewable energy data situation
- REN21 being a member of the IRENA Coalition for Action
- Collaboration with IRENA on debunking the myths

SE4All

- Collaboration on the update of the SE4All Global Tracking Framework
- Stronger involvement in the SE4All Renewable Energy Hub
- Participation in SE4All renewable energy panel and observer status to energy access panel

UNEP

- Collaboration with UNEP on Global Trends in Renewable Energy Investment, Clean Energy Voyage, 1 Gigaton Coalition
- Collaboration with Climate Technology Centre & Network (CTCN) hosted by UNEP
- Collaboration with Copenhagen Center on Energy Efficiency (C2E2)

UNECE

- Collaboration with UNECE on regional status reports

UNIDO

- Collaboration with UNIDO on regional status reports as flagship publications for the UNIDO regional centers

World Bank

- Collaboration with the World Bank on the Readiness for Investment in Sustainable Energy (RISE) and Status of Energy Access (SEAR)
- Collaboration with WB to produce renewable energy metrics over the course of the energy access household surveys

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Climate Knowledge Brokers (CKB)

The Climate Knowledge Brokers (CKB) Group is an emerging alliance of leading global, regional and national knowledge brokers specialising in climate and development information. It brings together a diverse set of information players, from international organisations to research institutes, NGOs and good practice networks, and covers the full breadth of climate related themes. CKB's focus is primarily on online initiatives, and those that play an explicit knowledge brokerage role, rather than institutional websites. The CKB is coordinated by the CKB Coordination Hub, which is run by REEEP with support from CDKN. REN21 will:

- Collaborate on improving the sector's capacity to collect, store and circulate information
- Support other CKB member with insights, why REN21 has pursued a specific technical & data collection pathway

REN21 will also learn from experiences of other CKB knowledge brokers when defining REN21's role as a central renewable energy knowledge broker.

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5.1.2 Enlarge the REN21 network

REN21 evolved from an international advisory network, formed after the renewables2004 conference in Bonn/Germany, to an inclusive multi-stakeholder network. REN21's transparent governance structures provides a sound basis for further enlarging the network with members from:

- regional organisations
- influential think tanks
- academia
- financing institutions
- consumer organisations and city representatives
- utilities and corporations¹

REN21 annual report (first developed in 2013) supports this work by providing prospective members with a succinct overview of what has been achieved and the corresponding results.

REN21 members will benefit from

- Extended networking opportunities with renewable energy actors from around the globe
- Improved 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

It is the objective to increase the REN21 member base from currently 53 to approx. 80 members in 2018, while at the same time respecting the established membership criteria.

5.1.3 Broaden the funding base of REN21

In the past, several attempts were made to broaden the funding base of REN21; during the last couple of years additional funding (from ECREEE, UNEP, UNIDO, OFID, etc.) was mobilised, however this funding was exclusively generated for new projects. REN21's core funding is still predominantly provided by the German Government. The REN21 members are encouraged to make voluntary contributions to REN21's core budget.

¹ 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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In addition, the active participation of corporations within REN21 will be examined with the objective to generate income such as

- Financial contribution for REN21's core activities
- Sponsorship of dedicated REN21 products and events

5.2. Leverage REN21's multi-stakeholder network base to provide up-to-date unbiased information on renewable energy worldwide

5.2.1. Annual 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.

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 and data collection and consolidation does not occur. Developing countries, and the bioenergy and distributed renewable energy sectors are key areas where consolidated data are particularly scarce. Building on the data collected, REN21 is able to tell the story of renewable energy developments world-wide.

The success of the GSR is due to primarily to the outstanding quality of input provided by the contributors' network. This network currently stands at more than 500 contributors and brings an independent credibility to the GSR. The REN21 Contributors Network is a community of international renewable energy experts, 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 processes allow for a broad quality control, which is reinforced by a specific focus on source transparency and -access.

The GSR production process relies on a well-established authoring team that works in close collaboration with the REN21 Secretariat which in turn develops and manages the GSR contributing community. It also coordinates the process for collecting input from the contributors' network as well as the peer review processes.

The past two years, the report was launched back-to-back with a major global event (e.g. SE4All Forum in New York in 2014, UNIDO Vienna Energy Forum in 2015) which increased the report's global visibility. In addition, further outreach via media, presentations, webinars and

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events are organised by the REN21 Secretariat in close collaboration with key network members and GSR contributors.

Structure

In terms of content and structure, the GSR has reached a good state of maturity with the introduction of an energy efficiency section and the definition of a distributed renewable energy strategy. These pieces will be strengthened strategically the next three years in terms of:

- Content
- Data format and data collection
- Identification and involvement of experts as co-authors, expert advisors, contributors
- Strategic partnerships with key institutions

Content focus

Addressing the demand side of energy is key to meeting renewable energy goals. The GSR will work to highlighted the link between renewable energy (RE) and energy efficiency (EE) to inform policy makers about: the advancement in EE; the ensuing trends; and those strategies to reinforce an integrative approach between RE and EE. The GSR2015, included a full section on EE for the first time. It was produced in collaboration with the Copenhagen Center on Energy Efficiency (C2E2). Subsequent editions of the GSR will have a recurring section i.e. chapter on EE.

Strengthening the links between RE and EE extends naturally from REN21's work where both the GSR and the regional reports are steadily linking energy efficiency to increased renewable energy penetration.

Distributed renewable energy (DRE) for energy access in developing countries is a growing renewable energy market segment and already represents in many countries a major renewable energy market share. The DRE section provides a good overview of DRE technologies currently being used to provide access to electricity and clean forms of cooking. However, due to a lack and inaccessibility of timely data, it has not been possible thus far to provide a good overview of the DRE market i.e., number of RE systems, installed capacities, energy output. Moreover, existing information on DRE focuses on the level of energy access; the corresponding data collection and monitoring processes aim to measure the impact of DRE, the quality of energy service provided etc.. The latter information is what is needed for accurately defining the DRE market. The lack of consolidated and up-to-date data prohibits good decision making to put in place enabling policy frameworks to attract investment and boost energy supply, both of which are needed to develop further this renewable energy market.

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In GSR2015, REN21 started collecting quantitative data on DRE. This effort will be strengthened to provide better information on this renewable energy market segment. To that end, REN21 will:

- Strengthen existing and establish strategic partnerships with energy access players such as: SE4All, development organisations and banks, Global Alliance for Clean Cookstoves (GACC)
- Involve more rigorously renewable energy industry associations and/organisations on the topic and strengthen collaboration with the DRE industry (Alliance for Rural Electrification (ARE), Global Off-Grid Lighting Association (GOGLA), etc.)
- Reach out to practitioners through UN Foundation to reflect grassroots activities

The renewable energy heating and cooling sector needs to be strengthened in the GSR, in part to reflect the importance of this sector. One challenge is that information is scattered across local markets; thus finding consolidated global information is difficult. To strengthen this section, the following actions will be taken:

- Involve dedicated section co-author for the heating and cooling subsection in the global overview
- Strengthen the involvement of key experts in the data collection process who will serve as multipliers
- Identify and involve regional renewable energy heating and cooling experts to ensure a better geographical balance of the section

Similar to the RE heating and cooling section, renewable transport will also be strengthened to reflect the importance of the sector.

Furthermore and in close collaboration with IRENA, subsequent GSRs will put a stronger focus on the cost evolution of renewable energy technologies as well as the resulting macro-economic aspects of their deployment.

Data validation process

Country information and data collected in the GSR process is published and shared in REN21's Renewables Interactive Map. To ensure timeliness and accuracy, country data complements existing data from IEA and IRENA. To reach a similar level of reliability of country data as there is currently for global data, a data validation process needs to be integrated into the overall data validation process. This is particularly important for country data coming from multiple contributors.

This process will be built into the different stages of validation and will require additional expertise. The process envisaged is the following:

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1. Pre-validation of questionnaire (completion of questionnaire, full referencing for all data points etc.) by REN21 Secretariat
2. 1st validation by Regional coordinating contributor
3. 2nd validation by authoring team
4. Final validation by REN21 Secretariat (i.e., approved to be displayed on the Renewables Interactive Map)

This process will be established progressively, in close collaboration with the authors and the regional coordinating contributors, starting with the Latin America and Caribbean region.

Online version of the GSR

The GSR is also published as e-Paper, which allows the publication to interlink with the Renewables Interactive Map country profiles and the high resolution infographics. For future editions a GSR micro-site is planned to improve this functionality of inter-linking data resources. Such a site will also improve access to the GSR for regions which have connectivity issues and which currently encounter problems in downloading or accessing large pdfs and e-Papers (even the light version without links is large: 18 MB).

5.2.2. Regional Global Status Reports

There is increasing uptake of renewables in developing and emerging economies. Understanding the trends and developments from a narrower geographical perspective requires a regional approach to reporting. In order to the renewable energy debate in different regions of the world and understand the evolution of renewable energy developments in more detail, the production of regional status reports is envisaged. These reports will complement existing China, India, MENA, ECOWAS, SADC status reports)

The production of regional status reports are an entry point for:

- raising awareness on the importance of data, in particular renewable energy and energy efficiency data, in energy planning and policy design;
- establishing regional networks of data contributors;
- beginning continuous regional data collection and generation processes, which build on a multi-stakeholder approach which, in turn, builds on formal and informal data.

In the past, these reports were produced in conjunction with IRECs or in conjunction with the creation of regional centres on energy efficiency and renewables (ECREEE, SACREEE, EACREEE

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etc.). This approach will be maintained; the production of these reports will be closely coordinated with key actors in the region.

5.2.3. Renewables Interactive Map

The REN21 Renewables Interactive Map provides a platform for displaying detailed information collected throughout the Global Status Report (GSR) production process. A survey among GSR users revealed that more than 40% of GSR readers consult the document in parallel with the REN21 Renewables Interactive Map.

The Map is a platform where the extensive country information and data collected over the course of the GSR process are shared publically. The wide consultation of the Interactive Map is of interest to the REN21 contributors as it increases the visibility of country's renewable energy situation as well as the work of the REN21 data contributor. REN21 applies a rigid quality control process before data are included in the Interactive Map and plans to automate this process further.

Through both its on-line visibility and reputation for regular updating, the Map attracts complementary actors in the renewables sector. These actors (usually other organisations, researchers etc.) can include REN21 online data sets into their own website by embedding the REN21 Map. Other forms of cooperation include varying degrees of collaboration with REN21 and contributing their own data to REN21 publications. For example, REN21 already collaborates closely with IRENA to ensure integration of its data into the IRENA portals such as REsource and its Global Atlas. REN21 will build on this experience of this data collaboration and will further extend similar collaborations to additional partners from the REN21 network.

Since the 2014 edition the map is linked with the e-Paper version of REN21 reports. Readers can click on country names or tables with an e-Paper and access the respective country profile where additional data sets are provided. This application will be expanded in future editions to create an easy to administer "micro-page" for the Renewables Global Status Report to allow increased access for in developing countries. The direct link between the GSR online data collection and the Renewables Interactive Map will also be strengthened.

5.2.4. Thematic Global Futures Report

Published in January 2013, REN21's Renewables Global Futures Report (GFR) added to the debate about the possible futures of renewable energy, identifying also a panorama of likely future debates on renewables. It does not present just one vision of the future, but rather a full and objective range of visions, based on the collective and contemporary thinking of many. This report is a "mosaic" of insight into these questions. The report is intended as a tool for

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education and discussion, and as an objective framework for thinking about the future. A number of recommendations of the GFR have made it into the work programme of various international organisations working on energy. In the future, new thematic GFRs are suggested, e.g. on the macro-economic implications of 100 % renewable energy.

5.2.5. Contribution to other key publications

REN21 will continue to support its key institutional partners in the development of their flagship reports by providing data from REN21 research and put the REN21 network at their disposal for validation and outreach. The following collaborations are currently on-going and will be continued:

- IEA's Medium-Term Market Report
- IRENA's RE-thinking Energy
- UNEP's 1 Gigaton Report
- SE4All Global Tracking Report
- World Bank's RISE & SEAR Reports

5.3. Initiate focused debates on key-issues enabling transition to renewable energy

5.3.1. REN21 Renewables Academy 2016

The year 2014 marked both the 10th anniversary of REN21 as well as a decade of rapid changes on the renewable energy front. In celebration of these milestones, REN21 held its first Renewables Academy, dedicated exclusively for REN21's contributor community. Over two and a half days the event convened over 150 participants from 40 countries in Bonn, Germany to collectively develop new ideas in a creative and informal setting.

The rich and diverse environment of the academy has shown the advantage of such a practitioner's forum to discuss the key policy drivers needed to advance a global energy transition. Evaluation completed by participants strongly supported the idea that the Academy be structured around thematic areas. The German Ministry for Cooperation and Development (BMZ) confirmed future support for a regular event after this successful premiere.

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For the upcoming REN21 Renewable Academy 2016 REN21's contributor network will play a more central role in defining thematic issues to discuss. The 2016 Academy will ensure the inclusion of regional banks, UNIDO RE and EE centres, discussion about renewables, resilience and job creation in developing countries as well as access to energy.

The main objectives of the envisioned REN21 Renewables Academy 2016 are as follows:

- Strengthen and enlarge the global REN21 community
- Discuss relevant renewable energy topics in thematic plenary and parallel sessions
- Showcase to international practitioners activities and products of the REN21 network
- Provide the opportunity for knowledge exchange within and outside the REN21 community

The event will also be opened up to interested experts worldwide in an attempt to enlarge the REN21 network.

5.3.2. IREC 2017

Initiated at the renewables2004 conference in Bonn, IREC is a high level political conference series dedicated to renewable energy policy worldwide. Focusing exclusively on the renewable energy sector, IRECs are hosted a selected government every two years and convened by REN21. REN21's role in the IREC process is as follows:

- Establish an International Advisory Committee (IAC) and convene meetings according to the frequency to be agreed to by the Parties
- Develop the IREC conference programme in collaboration with the host country
- Facilitate the production of the IREC Conference Declaration and outcomes
- Promote IREC on a global level through the REN21 network and its associated events.

These multi-stakeholder events act as a common platform for government, private sector and civil society leaders to address jointly the goal of advancing renewable energy and have provided the impetus for several momentous initiatives over the past decade. IREC have served as motor for policy development in the respective host country (2004: Germany; 2005: China; 2008: USA; 2010: India; 2013: United Arab Emirates; 2015: South Africa).

The 2017 IREC will be held in Latin America. Future IREC hosts should be identified longer in advance in order to allow for longer-term planning, e.g. already starting the search for the IREC 2019 host now in order to be able to announce the host country in 2017.

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5.3.3. Featured articles on the REN21 website and via other portals

REN21 produces a large amount of high-quality information but does not yet disseminate it to its full extent. Building upon generated messages, REN21 will produce regular thematic articles to circulate information from REN21 products within 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 thematic issues with regional and national relevance. Members are encouraged to share articles with the REN21 Secretariat for use in outreach activities.

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. Outreach via social media will be strengthened. Results from cooperating with multiplier organisations such as The TREE (communication platform on climate change at the global and regional levels) proved highly successful in 2015. Working with organisations whose issues interface with the renewable energy sector such as climate change, water, women and quality of life issues (health, education etc.) offers an important way to increase REN21's visibility.

REN21's redesigned website has a prominent NEWS section on website which will be used to highlight activities occurring within the REN21 Secretariat and with its members.

5.3.4. Four yearly REN21 newsletters

The REN21 Newsletter showcases the activities of the REN21 Secretariat as well as the REN21 network members. With a reach of over 13,000 subscribers, this quarterly electronic publication is read by a wide range of readers, including decision makers in the renewable energy field and scientific experts. The newsletter provides a concise overview for all those interested in the activities of REN21 and its network members. The newsletter includes:

- News from the REN21 Secretariat showcasing the development of REN21's products and activities
- News from the REN21 Network, each entry providing information of recent activities of REN21 network members
- An overview of upcoming events organised by REN21 and its members

Four annual newsletters will be released quarterly: March, June, September and December.

5.4.4. Expand communication and outreach of REN21 products and services

Building on successful experience gained during the past, REN21 will intensify communication and outreach activities in the form of press releases, magazine articles, OPEDs etc. around its products and services to communicate information about renewable energy. Furthermore, an

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effort will be put on communication this information to circles beyond the renewable energy community.

6. Deliverables

For 2016, the implementation of the different activities will result in the following deliverables:

2016 deliverables

Output	Timing	Partners
EAC Renewable Energy and Energy Efficiency Status Report	February 2016	EACREEE, UNIDO
1 st REN21 Newsletter	March 2016	REN21 members
Renewables 2015 Global Status Report	June 2016	500+ contributors/reviewers
2 nd REN21 Newsletter	June 2016	REN21 members
GSR outreach	June – December 2016	REN21 members, GSR regional contributors
3 rd REN21 Newsletter	September 2016	REN21 members
REN21 Renewables Academy	September/October 2016	REN21 members, 500+ REN21 network
17 th REN21 Steering Committee Meeting back to back with Renewables Academy	September/October 2016	REN21 members
Annual Report 2015	December 2015	REN21 members
4 th REN21 Newsletter	December 2015	REN21 members

Deliverables of subsequent years will be detailed in the yearly work plans set up to implement the strategy once approved.

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7. Timeline of 2016 deliverables

	January 2016	February 2016	March 2016	April 2016	May 2016	June 2016
EAC Status Report						
Renewables Global Status Report (GSR)						
Annual Report 2016						
17th REN21 Steering Committee Meeting						
Renewables Academy						
REN21 Newsletter			1st Edition			2nd Edition
GSR Outreach						GSR Outreach Activities

	July 2016	August 2016	September 2016	October 2016	November 2016	December 2016
EAC Status Report						
Renewables Global Status Report (GSR)						
Annual Report 2016						
17th REN21 Steering Committee Meeting						
Renewables Academy						
REN21 Newsletter			3rd Edition			4th Edition
GSR Outreach	GSR Outreach Activities					

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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 and 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; it is composed of up to 50 members that 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 seven 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.

In 2015, the REN21 Secretariat consists of five permanent full-time staff members plus two interns:

- Executive Secretary
- Research Coordinator
- Project Manager
- Renewable Energy Analyst
- Communication and Outreach Manager
- 2 interns

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In order to handle the increased amount of activities, the creation of a 6th permanent position for office management/assistance is planned to reduce time spent by other team members on administrative tasks.

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.

During 2015, project funding from a variety of new funders could be recruited:

Type of funding	Source	Amount in €
Project funding	UNEP (1 Gigaton)	150,000
Project funding	BMZ via SANEDI (for REN21 secondment to DoE)	70,000
Project funding	BMU-B via GIZ (UNECE report)	70,000
Project funding	UNIDO (SADC, EAC reports)	110,000
Project funding	OFID (for SADC report)	20,000
Project funding	EUEI PDF via GIZ (for mini-grid toolkit case studies)	8,900
TOTAL		428,900

Experience shows that it is very difficult to recruit new core funding (other than the German Government and UNEP); however REN21's network and reputation as reliable data provider helps to recruit project funding for additional projects.

For the future, it is foreseen that through a well-coordinated fundraising strategy, REN21's project-based income could evolve as follows:

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COST		EURO			
Category	Description planned	Budget 2015	Budget 2016	Budget 2017	Budget 2018
Secretariat Staff	2015: 5 full-time and 2 interns; 2016-17: 6 full-time and 2 interns	500,000	580,000	600,000	620,000
Travel	All staff	80,000	70,000	85,000	70,000
Operation Expenses	Office equipment and expenses (UNEP in-kind)	50,000	60,000	60,000	60,000
	Admin. Cost incl. (overheads)	80,000	100,000	120,000	130,000
	Annual SC Meeting	20,000	20,000	25,000	20,000
Project activities	Renewables 2014 Global Status Report	340,000	380,000	400,000	420,000
	Renewables Interactive Map	30,000	20,000	20,000	20,000
	Renewables Academy	0	180,000	0	200,000
	Regional Reports (2015: SADC, EAC, Central & Eastern Europe; 2016: LAC)	200,000	70,000	90,000	100,000
	IRECs	100,000	20,000	120,000	20,000
	Thematic reports (e.g. thematic GFRs etc.)	0	50,000	100,000	100,000
	1 Gigaton Coalition	150,000	100,000	100,000	100,000
TOTAL		1,550,000	1,650,000	1,720,000	1,860,000

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INCOME		EURO			
Category	Source	2015	2016	2017	2018
Core funding	German government	1,000,000	1,180,000	1,100,000	1,200,000
	UNEP (in-kind)	50,000	60,000	60,000	60,000
	Voluntary member contributions	0	50,000	100,000	150,000
Project funding	UNEP (1 Gigaton)	150,000	100,000	100,000	100,000
	IREC host + secondment	150,000	155,000	200,000	125,000
	Regional reports	200,000	70,000	90,000	110,000
	Industry sponsors	0	35,000	70,000	115,000
TOTAL		1,550,000	1,650,000	1,720,000	1,860,000