
Fifth Assembly of International Solar Alliance
18 October 2022
New Delhi, Republic of India

10 October 2022

Agenda Item 27

Work Plan and Budget for Calendar Year 2023

Summary

The document presents the proposed Work Plan and Budget for the ISA for the year CY 2023. The document also provides a brief overview of the activities undertaken by the ISA Secretariat under the six strategic priority areas as per the work plan and budget approved by the Fourth Assembly of ISA for the year CY 2022.

1. Update on the work plan and budget for CY 2022

1.1 Background

The Fourth Assembly of the ISA approved the ISA's Strategic Plan for the next five years which outlines the activities that the ISA would undertake as it addresses three key priority areas, i.e., Energy Access, Energy Security, and Energy transition through multi-faceted support to ISA member countries. The Strategic Plan envisages programmatic support focusing on LDCs and SIDS member countries, capacity building support to all developing member countries, and analytics and advocacy support to all its member countries. The Strategic Plan also aims to support member countries in developing a vibrant solar energy ecosystem and create a viable & bankable solar energy projects pipeline through key actions encompassing, among other things, readiness and enabling activities, risk mitigation & innovative financing instruments, investments mobilization, and promotion of solar-based technologies.

Considering the critical priorities of the Strategic Plan of the ISA and following ISA's Theory of Change, the fourth Assembly of the ISA approved six strategic priorities for the work plan and budget for CY 2022:

1. Analytics & Advocacy support for all ISA member countries
2. Capacity Building Assistance for all ISA's developing member countries
3. Programmatic support for all ISA's LDCs and SIDS member countries
4. Ensuring financial sustainability of the ISA
5. Strengthening the ISA Secretariat organization and capacity
6. Providing secretariat support to the GGI-OSOWOG initiative

In line with the ISA's strategic plan for the next five years, the fourth Assembly of the ISA also approved the work-plan and budget for CY 2022 for USD 21.8 million.

Sl. No.	Thematic Area	2022 (USD million)
1	Programme Cost	4.38
2	Capacity building Communications, Outreach, and Strategic Engagement & Partnerships	2.42
3	Management Support Cost	5.00
4	Programmatic Readiness and Enabling Support	6.70
5	Data, Knowledge and Advocacy Support	3.30
Grand Total		21.80

Out of this USD 21.8mn, it was envisaged that USD 10mn will be mobilized as Other Contributions; and USD 11.8mn will be spent from ISA's own funds.

1.2 Progress of Work Plan During CY 2022:

Based on the work plan and budget approved by the Fourth Assembly of the ISA, the Director-General, in conjunction with the individual Chiefs of Units and Cluster Heads, identified the activities for each of the units of the ISA Secretariat and prepared a unit-wise work plan for the year CY 2022. The detailed unit-wise work plans have been presented as Annexures to this document. Complying with these work plans, the ISA Secretariat has made significant progress during the initial months of the year, which is summarised here:

(A) Analytics and Advocacy Support for all ISA Member Countries

Analytics and advocacy support is one of the most crucial three pillars of support that ISA offers to all its member countries to ensure global solar adoption. Some of the key progress made under the aforementioned support are summarized below:

Analytics

- ISA has continued with the development of its Flagship report on “Ease of Doing Solar” (EoDS) with an objective to track the policy, regulatory, technology, and market eco-system in the ISA member countries and to also recognize and report the progress from the previous year. The EoDS 2021 has been published with a coverage of 98 countries. The EoDS 2022 is under preparation with a coverage of 107 countries.
- For developing the three Flagship reports of the ISA, one each on the global solar technology landscape, global solar market landscape, and global investments in solar, agency/s (KPMG and Solar Power Europe) have been selected and appointed. The flagship reports contribute to ISA's mission to help countries, policy leaders, and decision-makers in knowing the state and global trends of the solar energy sector and speeding up their solar transition while getting the best value out of it. The consultation draft of the reports will be presented during technical sessions of the Fifth Assembly of the ISA to be held in October 2022 and the final reports are expected to be ready by December 2022.
- ISA is developing a report on Solar Waste Management which will cover global issues and a proposal for a Solar Waste Management Policy in India. The draft is expected to be prepared by October 2022 and final report will be ready by end-November 2022.
- ISA is developing another report on Global Supply Chain Resiliency which will produce an in-depth analysis of the global solar supply chain to gain a comprehensive understanding of international trends pertaining to end-to-end solar manufacturing. It will provide ISA member countries a holistic view of the supply chain, and ascertain the linkages within the multilateral approach and Identify opportunities for supply chain improvements by catalysing on scalability, avoiding bottlenecks and associated risks that could hamper the mobilizations of investment and adoption of solar in ISA member countries. The draft will be presented in September 2022 and report is expected to be finalized by February 2023

- To fulfil its objective of mobilizing USD 1,000 billion in solar investments by 2030, ISA has undertaken two key measures, namely:
- Preparing roadmap for mobilizing USD 1,000 billion in solar investments by 2030
 - The Roadmap work is being implemented in three key phases - Phase I: Stock-take Discussion Paper, Phase II: Solar Investment Action Agenda, and Phase III: Roadmap. Solar Investment Action Agenda was launched in November 2021 during COP26.
 - The work of Phase III under the preparation of the Roadmap will build on work done in Phase I and II. It would involve a detailed analysis of the pathways to USD 1,000 billion and getting an endorsement from ISA member countries and partners for specific elements and approaches. The pathways will target different types of countries, different solar market segments and technology applications, and a range of technical and financial support mechanisms. The Roadmap will provide a detailed set of actionable steps, including specific strategic interventions and financing mechanisms, for scaling up solar investment in ISA member countries and the same is proposed to be launched in November 2022.
- Organizing ISA Investment Series to engage financial investors including private sector investors
 - To accelerate solar investments, ISA is implementing an “Investment Series” project to engage various public and private sector investors to scale investment in solar in member countries. The Series is expected to provide insights into the issues, challenges, and ways forward for mobilizing investment.
 - Working with the leaders from the financial community, a high-level advisory committee has been formed with a few members to provide guidance which will convene bi-annually (mid-year and at the time of the COP 27 event).
 - The Secretariat has compiled a list of ISA member countries, based on their potential and readiness for energy transition as well as ease of doing solar in the countries. The list is prepared using the existing solar attractiveness frameworks such as ISA’s Ease of Doing Solar and World Economic Forum’s Energy Transitions Index (ETI), both of which follow a cross-sectional approach to assess the countries on the broader market, technical, policy and financing landscape for solar energy. The countries are scored on a scale of – high, medium, and low on three parameters – ease of doing solar, transition readiness, and transition potential, which are then combined to come up with the overall attractiveness of the countries. A list of 30 countries is identified to carry out the study.
 - The first roundtable under the Investment Series was held in Nordics at the end of March 2022, followed by a second roundtable under Climate Investment Summit

2022 at the London Stock Exchange in June 2022, during the London Climate Action Week 2022.

Advocacy

The fourth Assembly of the ISA in October 2021 approved “Advocacy” as one of the three priorities of ISA’s five-year strategic plan. At the UNFCCC-COP26 in Glasgow, ISA announced several partnerships, initiatives, and the addition of new member countries to further this effort, receiving global recognition for its framework and achievements in facilitating a global, solar-led energy transition.

It is now imperative to leverage and accelerate the momentum so generated to crystalize delivery on its stated mission, “Towards 1000,” which aims to mobilize USD 1,000 billion of investments in solar energy solutions by 2030, while delivering energy access to 1,000 million people using clean energy solutions and resulting in the installation of 1,000 GW of solar energy capacity. This would help mitigate global solar emissions to the tune of 1,000 million tons of CO2 every year.

ISA is now developing a global advocacy strategy that will anchor its engagement with policymakers, experts, the private sector, and funding institutions from across the globe, and from target nations, across the spectrum of economic development. ISA will endeavour to engage stakeholders through both owned and third-party forums, while also advancing its objective of solarisation across member countries. The global advocacy strategy will help strengthen capacity, synergize policy change and project development, and engage leadership to establish solar as the energy source of choice.

Communications and Outreach

Communication and outreach are important activities to ensure the widespread dissemination of information about ISA’s efforts in the journey of global solar adoption. One of the priority areas of focus for ISA is to ensure that via effective communication and outreach the Alliance caters to its Member Countries, partners, and multiple stakeholder groups, enabling the establishment of resilient partnerships, effective collaborations, and long-term associations. ISA undertakes many engaging activities to encourage disseminating knowledge, best practices, and cutting-edge information on everything ‘solar’ daily.

Some of the key progress made concerning communication and outreach are summarized below:

- The ISA website acts as a one-stop-shop for all information related to the Alliance by enabling access to all important updates to anyone, anywhere, and above all – anytime. As of 7th Oct 2022, the website’s visitor count stood at 33,36,906.
- ISA posts and regularly engages with its stakeholders across the social media platforms of Twitter, Facebook, LinkedIn, Instagram, and YouTube with a following of approx. 30800, 6900, 9296, 1340, and 1980 followers, respectively.

- ISA has introduced a monthly ISA newsletter intending to share significant developments and highlight important achievements of our various departments with our Member Countries and vast stakeholder ecosystem effectively and periodically.
- ISA is participating in many online and onsite events at the sub-national, national, regional, and international levels to reinforce its thought leadership about solar energy. Since the last ISA Assembly, ISA has participated in and advocated the use of solar energy as a viable solution to help Member Countries address competing challenges of post-Covid-19 recovery; transitioning to a clean energy source to meet its growing power needs, both domestic and commercial; and equal the challenge of climate change. Some of these events include:
 - In February 2022, ISA & the Indian Ministry of New and Renewable Energy (MNRE) jointly organized a webinar on ‘Role of ISA in Facilitating Energy Transition’ under the banner of the Government of India’s event “New Frontiers - A Program on Renewable Energy”
 - On 7 March 2022, ISA & NTPC convened a meeting with Ambassadors and High Commissioners of 13 ISA Member Countries interested in the ISA programme on Solar Parks
 - On 6 April 2022, ISA hosted a high-level solar industry roundtable on solar for net-zero expanding solar manufacturing globally on the margins of Clean Energy Ministerial (CEM) Global Assembly 2022 in New Delhi
 - On 24 April 2022, ISA hosted the European Commission President H.E. Ms. Ursula von der Leyen and President of ISA Assembly, Minister of Power & New and Renewable Energy, Government of India, H.E. Raj Kumar Singh at ISA Headquarters
 - On 27 May 2022, ISA hosted Maldives Media Delegation at ISA Headquarters
 - On 2 June 2022, ISA hosted Indian Foreign Service Officer Trainees (2021 batch) & Bhutanese Diplomats at ISA Headquarters
 - On 27 June 2022, ISA hosted a webinar for the Project Launch of the EU, France and ISA working together on sharing Knowledge
 - On 30 June 2022, ISA hosted a session on Blended Finance Risk Mitigation Facility for Scaling Solar in Africa at the London Climate Action Week 2022
 - On 30 June 2022, ISA hosted a webinar on Tech for Solar, Solar for Tech
 - On 22 July 2022, ISA hosted Rt Hon Alok Sharma, COP 26 President, at ISA Headquarters

- To empower the global community to achieve the goal of net-zero carbon emissions by mid-century and limit the global temperature rise to 1.5 degrees Celsius ISA and Elsevier synergized to launch an open access quarterly Journal, namely ‘Solar Compass Journal’, on 1 June 2022 to bridge the gap in information needed to accelerate the use of solar energy.

The first official call for papers was made at COP26 in Glasgow by H.E. Mr. Stephane Crouzat, Ambassador for Climate, Government of France, and Director General, International Solar Alliance, H.E. Dr. Ajay Mathur.



- The ISA has also formed robust links with diverse media agencies that have enabled its multiple and varied activities to be covered extensively across print and electronic platforms. Press releases for the external media houses allow an easy exchange of information and have helped establish a formal information dissemination system. Twenty-three (23) press notes were released from October 2021 to July 2022.

(B) Capacity Building Assistance for all ISA's developing member countries

There has been significant activity under the Training Programmes being conducted by the ISA. The details of participation of various countries on the different training programmes conducted by ISA are provided as below:

Sl. No.	Training Programme	Number of Participants	Participant Countries	Status/ Remarks
1.	ISA Banker's Training (Phase 2, 7 batches)	<ul style="list-style-type: none"> Asia-Pacific – 50 participants LAC – 265 participants Africa – 146 participants 	<ul style="list-style-type: none"> Asia-Pacific - 7 Countries LAC - 11 Countries Africa – 16 countries 	<ul style="list-style-type: none"> Exclusive training sessions were organized for Women's Participation and a dedicated session for El Salvador
2.	ISA's Technical Training - Programme 01 (SSAAU)	<ul style="list-style-type: none"> 233 participants across 4 batches 	<ul style="list-style-type: none"> 36 countries across 4 batches 	<ul style="list-style-type: none"> The first module was conducted during 18-22 April 2022 by the Indian Skill Council for Green Jobs. The last module was conducted during 11-15 July 2022.
3.	ISA's Technical Training -	<ul style="list-style-type: none"> 372 participants across 4 batches 	<ul style="list-style-type: none"> 38 member countries across 4 batches 	<ul style="list-style-type: none"> The first module of training was conducted during 25-29 April 2022 by GSES.

	Programme 06 (Solar Parks)			<ul style="list-style-type: none"> The last module of training was conducted during 27 June – 1 July 2022.
4.	ISA’s Technical Training - Programme 03 (Solar Mini-Grids) & 04 (Solar Rooftops)/	<ul style="list-style-type: none"> 34 participants 	<ul style="list-style-type: none"> 1 country from Africa (Botswana) 	<ul style="list-style-type: none"> After evaluation of six (6) bids received against RFQ floated, RENAC Ag was awarded the contract. Upon ISA’s approach, GIZ agreed to fund by floating the tender for the selection of the Training Institutes as per their process. The first module of training was conducted during 1-5 August 2022.

As a result of the same, ISA has been able to impart knowledge and training to over 2,395 people cumulatively, as of July 2022, across its member countries. The figure below depicts the breakdown of the same across various regions.



ISA STAR Centres

- Consultations with member countries and technical institutes were undertaken to identify country priorities for STAR Centres to address. A concept note was developed for four countries detailing capacity building, testing, and knowledge management functions for each country.

- Discussions with 5 countries are at an advanced stage for setting up the STAR Centre. The countries and host institutes are:
 - **Kiribati** – Kiribati Institute of Technology
 - **Cambodia** – Institute of Technology
 - **Cote d’Ivoire** – Centre Des Metiers de Electricite (CME)
 - **Ethiopia** – Institute of Technology at Addis Ababa University
 - **Tonga** - Institute of Technology
- ISA-UNIDO-French Government Project on Structuring of an International Network of Solar Technology and Application Resource Centres:
 - The project was launched on 27 July 2022.
 - Consultations with the Pacific, East Africa, and West Africa regions have concluded, and pro-doc has been endorsed by PCREEE, EACREE, and ECREE.
 - First project meeting in Vienna in September 2022, followed by Steering Committee meeting in Delhi.
- Scope of work prepared for the development of Training Modules, Training Materials, and delivering online training for nearly 300 government officials on integrating solar energy with a) existing government-led schemes and programs; and b) designing new schemes and programs. The training is expected to start in September 2022.

(C) Programmatic support for all ISA’s LDCs and SIDS member countries

ISA has been carrying out Country Outreach activities, which include meetings and deliberations with NFPs, Ministries, and Contact Points for increasing engagement with ISA member countries. Through these discussions, ISA has been able to identify demand for 5.9 GW of solar energy capacity and 33,650 solar water pumps. A brief update on the country outreach activities taken up during the year CY 2022 is presented below:

C.1. Country Missions

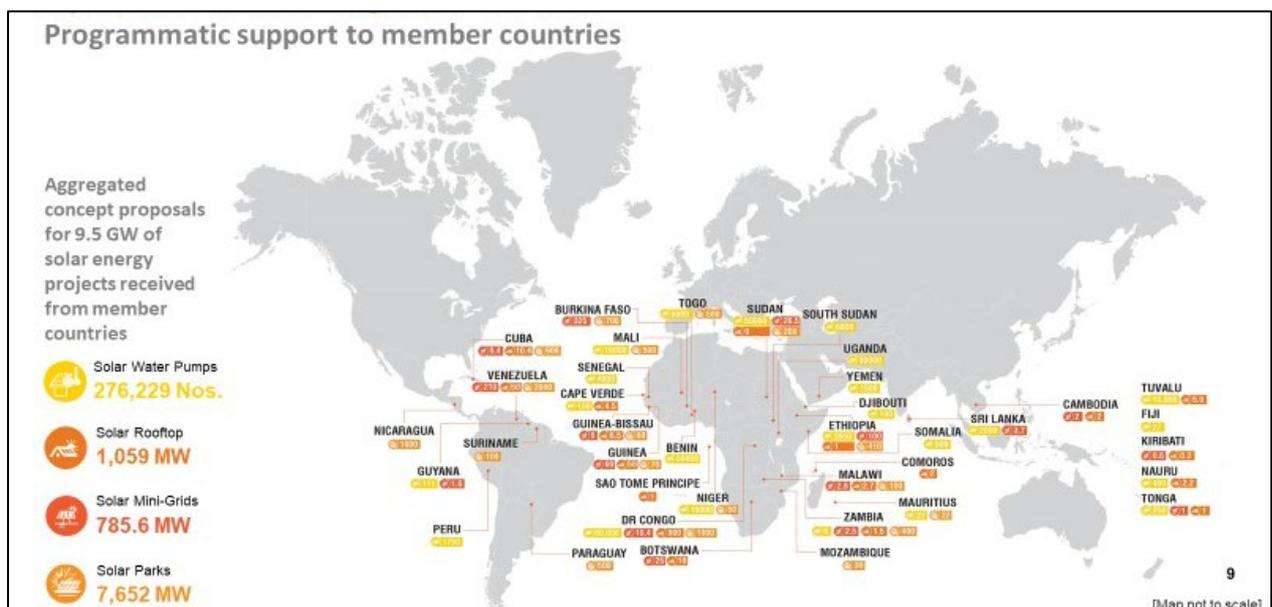
- ISA delegation conducted a total of 8 Mission Visits to 6 countries in CY 2022, including mission visits to Ethiopia, Uganda, Togo & Benin during March 2022, Rwanda, Ethiopia during May 2022, and Cuba during June 2022.
- ISA conducted 241 virtual meetings, as of July 2022, with member countries for extending programmatic support
- A Memorandum of Understanding (MoU) was signed with the Western African Power Pool (WAPP) during the Mission Visit to Benin in the month of March 2022

C.2. Expression of Interests

As a result of the outreach initiatives, ISA has received Expressions of Interest (EoIs) from various countries to be a part of the programme with the potential for different:

Sl. No.	Country	Programme			
		#1	#3	#4	#6
1.	Ethiopia	3,650 solar water pumps	100 MW	1 MW	410 MW
2.	DR Congo			900 MW	1,000 MW
3.	Zambia				300 MW
4.	Mauritius				32 MW
5.	Nicaragua				100 MW
6.	Sao Tome & Principe			1 MWp	
7.	Comoros		1 MW	2 MWp	
8.	Venezuela				2000 MW
9.	Uganda	30,000 solar water pumps			
10.	Cambodia		2 MW	2 MW	
11.	Burkina Faso		325 MW		750 MW
Total		33,650 solar water pumps	428 MW	906 MW	4,592 MW

As a result of the same, ISA has been able to capture the interest of its members in the adoption of solar energy through its various applications. Aggregated concept proposals for a cumulative capacity of 9.5 GW of solar energy projects received from member countries as of July 2022. The figure below depicts the breakdown of the same across various regions and countries.



C.3. Progress made under ISA Programmes

ISA has been providing programmatic support to all its member countries under its 9 programmes dedicated to different applications of solar energy adoption. Under the same, monthly webinars are being conducted as part of the ISA Webinar Series 2022 for the dissemination of knowledge and discussion of current topics with stakeholders in member countries. The progress made under each of the programmes are summarized below:

- **Programme 01 (Scaling Solar Applications for Agricultural Use)**
 - A joint working group is being formed for both Ethiopia and Uganda, and the Terms of Reference (ToR) for these have been finalized; this came as a part of the country mission visit conducted by ISA to Ethiopia and Uganda in March 2022. Ethiopia has signed a joint working group with ISA to develop a national roadmap for SWPS Projects. In discussion with Uganda to form the JWG.
 - Under the IBSA Fund (USD 2 Million), ISA is facilitating the development of demonstration SWPS projects across 10 ISA member Countries; Benin, DR Congo, Mali, Niger, Senegal, South Sudan, Sudan, Togo, Tuvalu, and Uganda
 - A webinar on 'Institutionalisation of Backward & Forward Linkages of Solar Irrigation' was organized in January 2022 in collaboration with International Water Management Institute (IWMI) for which stakeholders from 71 countries joined in
 - Assisting 10 LDCs/SIDS member countries with the implementation of SWPS demonstration projects under the ISA grant.
- **Programme 02 (Affordable Finance at Scale)**
 - Developed a Blended Finance Risk Mitigation Facility to provide risk capital along with concessional project finance for solar enterprises in African countries with high levels of risk perception
 - A Multi-Donor Trust Fund is under development to make affordable finance accessible to solar energy projects in ISA Member Countries
 - Investment Series is being implemented to mobilize funding from institutional investors
 - Roadmap for mobilization of USD 1,000 billion in solar investments is being prepared
 - Implementing Solar Grand Challenge
 - Mobilizing financial resources from member countries, foundations, and private sector

- **Programme 03 (Solar Mini-Grids)**

- A study of the Mini-Grid Policy of Ethiopia and a comparison with the UP Mini-Grid Policy to recommend good points is in progress.
- A study of the existing Energy Policy of Sudan to assist them in drafting the Renewable Energy Policy and Regulatory Framework is in progress.
- Providing policy-related support to Venezuela, Ethiopia and Sudan
- On 15 March 2022, ISA & NEDO jointly organized a Webinar on “Operational Use of Solar Mini-Grid Business Model in Uttar Pradesh, India” to present the case study on mini-grids being facilitated in the Indian state by ISA & NEDO
- EoIs floated for empanelment of expert firms for country assessment (Botswana, Burkina Faso, Comoros, DR Congo, Sudan, Kiribati and Cambodia)
- E-handbook for Solar Mini-Grid shared with all member countries

- **Programme 04 (Solar Rooftops)**

- Sao Tome & Principe has shared their existing policies/guidelines, for which the due diligence process is in progress
- In advanced stages of discussions with Botswana, Comoros, and Sao Tome and Principe to assist with potential site assessments and physical capacity building to develop the program at scale
- EoI for Empanelment of global firms for a detailed study of the country readiness in Africa, Asia Pacific and LAC region

- **Programme 05 (E-Mobility and Energy Storage)**

- A detailed concept paper has been developed which is targeted at helping member countries to understand overall opportunities and challenges in the implementation of a Solar-based EV Ecosystem
- A webinar on Solar-EV Integration at Charging Stations was organized in April 2022 advocating for the resolution of issues faced by the utilities, regulators, and operators in various scenarios and countries. The webinar was attended by charging and battery swap station operators and developers, EVSE industry, automotive OEMs, electric utilities and regulators, government nodal agencies for transport, power sectors, fleet operators, ISA member countries’ representatives
- On 27 April 2022, ISA organised a webinar on Solar E-Mobility: Charging for Change
- Preparatory work has been initiated to organize three more webinars in 2022 on the following topics:

- i. Vehicle Integrated PV Sector: Technical and Regulatory aspects

ii. Vehicle to Grid (V2G) Integration: Technical and Regulatory aspects

iii. Enabling Solar-EV: Policy and Regulatory Aspects; Business models

- **Programme 06 (Solar Parks)**

- A joint working group is being formed with Ethiopia and ToRs for the same have been finalized; this came as a part of the country mission visit conducted by ISA to Ethiopia in March 2022.
- 11 countries have appointed NTPC Ltd. As the Project Management Consultant (PMC) to develop bankable solar park projects with a cumulative capacity of ~6.2 GW for Cuba (900 MW), DR Congo (1,000 MW), Ethiopia (410 MW), Malawi (100 MW), Mali (500 MW), Niger (50 MW), Nicaragua (100 MW), Paraguay (500 MW), Togo (285 MW), Venezuela (2000MW) and Zambia (400 MW).
- On 5 July 2022, ISA – AFIDA co-hosted a public-private roundtable discussion on Developing Large Scale Solar Parks in Sub-Saharan Africa

- **Programme 08 (Solar PV Battery and Waste Management)**

- Work has been initiated on Solar PV Battery and Waste Management in conjunction with UNEP, and a contract for a detailed study on the subject has been awarded to Sofies Group in April 2022. Initial discussions have also been conducted with the Swiss Agency for Development and Cooperation to partner on solar PV and battery waste for addressing the gaps identified by the study.
- A webinar on the implementation of the 3Rs (Reduce, Re-use & Recycle) principle for solar and battery waste management is being conceptualized

- **Programme 09 (Solar for Green Hydrogen)**

- Solar GH2 Programme Initiation Document (PID) draft has been developed and is currently under review by experts
- On 17 May 2022, ISA-Green Hydrogen Organization hosted a session on 'The Role of Solar Power-Shining a Light on Green Hydrogen' at the Green Hydrogen Global Assembly and Exhibition 2022
- On 16 June 2022, ISA & ADB co-hosted a Side event workshop on Green Hydrogen for Net Zero at Asia Clean Energy Forum 2022

C.4. Project Programme Implementation Support

The project implementation facilitation being done by the ISA is helping set up several large-scale projects in ISA member countries. The activities under these projects are summarised below:

Sl. No.	Programme	Country	Project Details	Status/ Remarks
1.	Programme 06 (Solar Parks)	Ethiopia	400 MW ground-mounted & 10 MW floating solar capacity is under discussion	<ul style="list-style-type: none"> • Site selection is being finalized
2.	Programme 06 (Solar Parks)	Cuba	900 MW ground-mounted solar capacity has been finalized	<ul style="list-style-type: none"> • Commercial & bidding documents are under preparation
3.	Programme 06 (Solar Parks)	Paraguay	500 MW of solar park capacity has been requested by the country	<ul style="list-style-type: none"> • To be developed in phases • Phase 1 - 200 MW of solar capacity is proposed to be established in the La Patria region • Awaiting confirmation of site and availability of transmission infrastructure
4.	Programme 06 (Solar Parks)	Other countries	Projects in Guinea-Bissau, Niger, Guinea, DR Congo, Togo, Mali, Venezuela, and Nicaragua	<ul style="list-style-type: none"> • Discussions of different projects are at various stages of progress
5.	Programme 03 (Solar Mini-Grids)	Ethiopia	100 MW cumulative capacity of solar mini-grids	<ul style="list-style-type: none"> • Ethiopia Electric Utilities (EEU) has a shared list of approx. 2,300 potential sites for development • Selection of 20-25 potential sites which are within a 25 km distance from existing grid infrastructure is in progress
6.	Programme 04 (Solar Rooftops)	Ethiopia	1 MW for solar rooftop capacity	<ul style="list-style-type: none"> • The Ministry of Water & Energy (MoWE) of Ethiopia shared details of 3 sites for development • NTPC is currently in process of preparing a pre-feasibility report

C.5. Demonstration Projects

- To date, a total of 26 DPRs have been approved, and Grant Agreements have been signed under 22 of these projects. The remaining 4 countries are in the process of signing.
- Earlier, the NTPC has floated three (3) tenders under three (3) project applications for nine (9) countries, namely:

Sl. No.	Project Application	Country Name	Date of Floatation of Invitation for Bids (IFBs)
1.	Solar cold storage	Djibouti, Senegal, and Sudan	29 January 2022

2.	Solar water pumping solutions	Burundi, Ethiopia, and Suriname	29 January 2022
3.	Solarization of buildings	Comoros, Fiji, and Malawi	21 January 2022

- Due to limited response from bidders and further addition of member countries (Mauritius, Mozambique, Seychelles, and Uganda) to opt for ISA implementation, the NTPC has engaged with the local vendors available in the respective countries and opted for re-tendering for all the countries to ensure maximum participation.
- NTPC has floated 3 tenders for development of demonstration projects under the three (3) applications for fourteen (14) countries, namely:

Sl. No.	Project Application	Country Name	Date of Floatation of Invitation for Bids (IFBs)
1.	Solar cold storage	Senegal, Djibouti, Sudan, and Seychelles	26 June 2022
2.	Solar water pumping solutions	Burundi, Ethiopia, Suriname, Mozambique, and Cuba	03 July 2022
3.	Solarization of buildings	Fiji, Comoros, Malawi, Uganda, and Mauritius	07 July 2022

- Jamaica has commissioned a 30 kWp capacity (second phase) of solar project for their water irrigation plant under the ISA's grant of USD 50,000 for demonstration project.

Basis our program and project experience in various countries, it is imperative that ISA continues to provide countries for project support and the same has been re-iterated during meetings with member countries.

(D) Ensuring financial sustainability of the ISA

The ISA Secretariat has been actively seeking funds to ensure the financial sustainability of the ISA. The Secretariat has made strong outreach to member countries and global foundations to seek resources. The Secretariat has submitted specific proposals to potential donors. A multi-donor trust fund framework is also being developed to receive, manage, and deploy funding resources. The basic elements of the design and governance of the MDTF were approved by the fourth ISA Assembly.

D.1. Grant Funding from Member Countries

Financial Support from India, the Host Country: Considering the state of development of ISA and its current financial positions, Government of India has kindly sanctioned financial support to the ISA. The contribution is approx. USD 40 million over a period of the next three years.

Grant Funding from Other Member Countries: The ISA secretariat has also received positive feedback from the Govt of Denmark, France, Germany, and the Netherlands to provide funding to strengthen the ISA secretariat for implementation of priorities identified in Strategic Plan.

Grants Funding from Global Foundations: The ISA has forged strategic partnerships with key international organizations and philanthropies including Children’s Investment Fund Foundation (CIFF), Rockefeller Foundation, Global Alliance for Energy and Planet, Bloomberg Philanthropies and others for specific projects, programmes, and activities.

The working document on Update on Resource Mobilization for the ISA (ISA/SC.06/WD.10) can be referred to for more details on the efforts made by the ISA Secretariat to meet its financial resources for the implementation of ISA’s Strategic Plan.

(E) Strengthening the ISA Secretariat organization and capacity

The ISA Secretariat will be fully functional with its Staff and the Other Staff, including secondees, and consultants in the CY 2022 and CY 2023. The organization roadmap as approved by the Fourth Assembly of the ISA responds to the critical priority of strengthening the ISA Secretariat. The organizational roadmap also gears up the Secretariat structure to support the ISA’s Strategic Plan priorities for the next five years.

The working document on Recruitment at the ISA and ISA’s Organizational Structure and Proposal for New Positions in the ISA Secretariat (ISA/SC.07/WD.) can be referred to for more details on the efforts made by the ISA Secretariat to strengthen itself by meeting its human resource requirements for the implementation of ISA’s Strategic Plan.

(F) OSOWOG Technical Study:

The Phase 1 of the technical study, which included extensive discussions, review, and validation of data/inputs for the Simulation Model by multiple stakeholders, has been completed and a report on the same has been prepared. The draft report, after incorporating the comments from World Bank and ISA, was submitted to the Steering Committee for their comments and consequent approval. After approval of the Phase-I report from the Steering Committee, the Phase-II work shall be taken up.

Phase-II of the study will focus on modelling & simulations on PLEXOS software including feasibility analysis and is expected to be completed by September 2022. Phase-III of the study will focus on developing the OSOWOG institutional framework for a full-scale rollout, including stakeholders’ engagement and is expected to be completed along with the final report by December 2022.

1.3 Review of Expenditure for CY 2022

In CY 2022, despite the COVID pandemic impacts and restrictions, the ISA Secretariat has continued to employ virtual tools and platforms to implement various programmes, projects, and

activities to support member countries on solarisation agenda. However, as the COVID pandemic situation has been getting better across the world, the ISA Secretariat has also resumed with the physical approach for conducting various country missions as well as for the implementation of various programmes, projects, and activities.

The budget for CY 2022, approved in Fourth Assembly is about USD 21,800,000 (including USD 10mn to be mobilized as Other Contributions) against which an expenditure of about USD 8.3mn (including expenditure of USD 1.75mn from Other Contributions) is estimated for CY 2022 as provided in the table below. Accordingly, ISA Secretariat's budget utilization of its own funds for CY 2022 is ~55% of the budget approved for CY 2022.

Sl. No.	Programme	Budget Amount (USD)	Actual Expenditure (1 Jan to 31 July 2022) (USD)	Projected Expenditure (1 Aug to 31 Dec 2022) (USD)	Total Estimated Expenditure for 2022 (USD)
A	Programme Cost				
A.1	Affordable Finance at Scale (AFS) Programme	1,117,915	173,861	1,012,432	1,186,293 (0.97mn from Other Contributions)
A.2	Scaling Solar Applications for Agriculture Use (SSAU)	270,412	12,651	225,794	238,445
A.3	Scaling Solar Mini Grids (SSMG) Programme	287,207	14,573	222,129	236,702
A.4	Scaling Rooftop Solar (SRS) Programme	343,150	12,651	228,129	240,780
A.5	Scaling E-mobility and Storage (SEM&S) Programme	258,513	12,651	130,862	143,513
A.6	ISA Programme on Solar Parks	369,160	12,651	383,794	396,445
A.7	ISA Programme for solarizing heating and cooling systems	369,160	12,651	80,000	92,651
A.8	Funding for viability gap and for demonstration Projects in ISA Member Countries	940,000	24,440	770,000	794,440
A.9	ISA Programme on Solar & Battery Waste Management	500,000	12,651	47,000	59,651
A.10	ISA Programme on Solar for Green Hydrogen	500,000	12,651	66,000	78,651
A.11	STAR C	400,000	0	400,000	400,000 (From other contribution)
Sub-total		5,355,517	301,431	3,566,140	3,867,571
B.	Communications, Outreach and Strategic Engagement & Partnership				
B.1	Capacity Building	1,346,327	3,142	496,858	500,000
B.2	Communication, Knowledge Management & Outreach	1,012,756	2,286	497,714	500,000 (0.38mn from Other Contributions)

Sl. No.	Programme	Budget Amount (USD)	Actual Expenditure (1 Jan to 31 July 2022) (USD)	Projected Expenditure (1 Aug to 31 Dec 2022) (USD)	Total Estimated Expenditure for 2022 (USD)
B.3	Strategic Engagement and Partnerships	400,000	0	1,220,000	1,220,000
B.4	Secretariat support to GGI-OSOWOG initiative	435,400	4,966	0	4,966
Sub-total		3,194,483	10,394	2,214,572	2,224,966
C.	Management Support				
C.1	Management Support	5,000,000	1,212,915	1,027,085	2,240,000
Sub-total		5,000,000	1,212,915	1,027,085	2,240,000
Total		13,550,000	1,524,740	6,807,797	8,332,537

The budget for Strategic Engagements has increased significantly owing to organizations of offline Regional Committee meetings (LAC meeting in Guyana, Africa meeting in Ethiopia), Standing Committee meetings, General Assembly and participation in COP 27. ISA provided logistical support (travel & stay) for Ministers from LDCs & SIDS member countries to participate in-person in Regional Committee meetings and will do the same for the General Assembly.

The contributions to be received from various donors for CY 2022 is expected to be around USD 1.75mn which has been allocated to program 1, STAR C and Knowledge Management products.

ISA has made significant progress since its inception in terms of work activities and fund flow.

Sl. No.	Calendar Year	Expenditure (USD)
1	2019	1,826,907
2	2020	1,884,363
3	2021	2,882,548
4	2022	8,332,537 <i>(Projected Expenditure)</i>

2. Fund Flow Status of the ISA

The ISA's fund flow status has been prepared to analyse financial sustainability of ISA Secretariat in coming years. The fund flow status of the ISA indicates that the ISA will have sufficient funds to meet the prospective budget for the CY 2023.

Particulars	2016	2017	2018	2019	2020	2021	2022	2023	Total
Corpus Fund	17	1	8	0.17	6.33	3.12	0.84	-	36.46
Interest on Corpus Fund	0.23	0.68	1.36	1.84	1.85	2.05	1.8	1.8	11.61

II. General Grants received:									
Opening Balance	-	2.18	4.04	4.51	5.51	5.88	11.11	6.59	
A. General Funds received	2.14	2.14	2.14	2.14	2.14	-	-	13	23.7
B. Non-Core							1.75	9.6	11.35
C. Interest on General Funds	0.07	0.14	0.17	0.36	0.32	0.15	0.26	0.01	1.48
D. Interest on Corpus Fund	-	-	-	-	-	8.01	1.8		9.81
E. Payment (Outflow)	0.04	0.41	1.84	1.51	2.09	2.93	8.33	21.18	38.33
Closing Balance	2.17	4.05	4.51	5.50	5.88	11.11	6.59	8.02	

*** Projected figures for years 2022 onwards ** Audited Figures up to 2021 *Non-Core is projected figures.

3. Proposed Work-plan of the ISA for the year CY 2023

The Fourth Assembly of ISA approved a five-year Strategic Plan for guiding its activities and interventions till the year 2026. The strategic plan is based on a theory of change that enshrines ISA's focus on addressing three key issues, i.e., Energy Access, Energy Security, and Energy Transition by focusing on specific, broad-based priority areas, including programmatic support for LDCs and SIDS member countries, capacity building support for all developing member countries, and analytics and advocacy support to all its member countries. The Strategic Plan also aims to support member countries in developing a vibrant solar energy ecosystem and create a viable & bankable solar energy projects pipeline through key actions encompassing, among other things, readiness and enabling activities, risk mitigation & innovative financing instruments, investments mobilization, and promotion of solar-based technologies.

As ISA completes the first year under the five-year Strategic Plan, the strategic priority areas for the subsequent year are being reframed to best fit the needs of the member countries while adhering to the scope of ISA's theory of change and the provisions under its strategic plan. ISA would focus on six strategic priority areas that are highly relevant to the objectives the organisation seeks to achieve over the near future. These strategic priority areas are as follows:

1. Programmatic support for all ISA's LDCs and SIDS member countries
2. Affordable and innovative financial products for mobilising solar investments
3. Establishing networks of corporates and institutions for amplifying impact

4. Capacity Building assistance for all ISA's developing member countries
5. Analytics, Advocacy and Regulatory support for all ISA member countries
6. Strengthening the IAS Secretariat's organization, capacity, and finances

The proposed Work plan activities for CY 2023 would include, inter alia, the following:

A. Programmatic / Project support initiatives:

The ISA proposes to augment its programmatic support offering to its member countries, with particular, targeted project interventions with close collaboration with the member country. These interventions would be prefaced by a comprehensive mission visit for the identification of country's goals and targets, and mapping of gaps in its institution, regulatory and financial capacity. Subsequently, tailored interventions would be framed for supporting the country to achieve its objectives through the thematic programmes of the ISA.

The ISA Secretariat would also be focusing on completing the execution and commissioning of its demonstration projects in SIDS and LDC member countries financed by a grant of USD 50,000. As a next step, in coordination with the member countries, these demonstration projects would be assessed for the feasibility of its deployment at-scale within the country with further programmatic support from the ISA, as well as financial assistance from ISA's blended finance facility or the viability gap funding mechanism.

B. Programmatic Interventions in LDCs and SIDS member countries

Cognizant of the need to support SID & LDC countries with the development and implementation of productive uses of Solar Energy in LDCs and SIDS member countries, like mini-grid program for remotely based schools, upscale sustainable agricultural practices, etc. ISA would also be ramping up its advocacy efforts in these member countries which are in dire need of solar energy interventions, not just for triggering energy transition, but also for ensuring sustained reduction in energy poverty.

In addition to the proposed activities under the work plan of the ISA, resources at the ISA Secretariat would also be deployed to accomplish the work committed by ISA to member countries and philanthropic foundations that have extended grants for supporting ISA's activities and strategic objectives. As the ISA scales up its resource mobilisation activities during CY 2023, the amount of technical and intellectual input required from the ISA Secretariat for these activities are only expected to increasing. The work plan for CY 2024 will be extension of the plan provided for CY 2023.

C. Enable Solar Finance – Consortium of Financial Institutions:

As the ISA continues to strengthen its relations with its member countries and builds its knowledge repository on the needs and capabilities of the countries, it will continue to build a consortium of financial institutions. This proposed consortium would become the de-facto platform for member countries to pitch their pipelines of solar energy projects with the view of securing debt funding at attractive rates which could make the projects financially viable.

D. Scale-up SolarX initiative

ISA proposes to launch Solar Grand Challenge in this calendar year (2022). The Solar Grand Challenge, to be promoted as SolarX, will help discover innovative solutions to some of the most pressing issues of the Global Solar Industry that are both cost effective and scalable in nature. Piloting and commercialization of shortlisted solutions and technologies will be funded with the support of potential investors. Subsequently, the ISA Secretariat proposes to expand the SolarX to different geographies as soon as it is successfully introduced in the Africa region.

E. ISA's Corporate Advisory Group:

During CY 2023, ISA also proposes to start leveraging its Corporate Advisory Group, while also organize convening to bring private sector players (Developers, Manufacturers, Financiers, etc.) on the same platform to share inputs/feedback on policy and regulatory challenges, investment issues, exchange knowledge and ideas on best practices, etc. ISA would organize quarterly / bi-annual thematic and regional specific meetings and would consequently develop case studies.

F. Certification programs for Capacity building initiatives:

Under the ambit of the capacity building initiatives, ISA proposes to develop certification programmes on solar energy and its applications in collaboration with key universities and market players around the globe. These certification programmes would be flagship training programmes of ISA with standardised certification benchmarks which would ensure that the holder of the certificate is adequately knowledgeable about the subject and employable in the solar energy sector across the globe. These capacity building efforts would go hand-in-hand with the Solar Technology and Applications Research Centres (STAR-Cs) proposed to be set up at 4 locations, to begin with, which would provide technical and academic support to member countries with research and development efforts, regional training initiatives, and testing and certification of equipment.

G. Regulatory Support to ISA Member Countries

ISA also proposes to engage its experienced staff resources and tap into its learnings from mission visits and analytics exercises to extend regulatory and policy support to its member countries. This form of regulatory support is expected to strengthen the policy framework in the member countries, reducing uncertainties and making them more attractive destinations for solar energy investments.

H. Analytics and Advocacy initiatives:

Under its analytics and advocacy banner, the ISA would continue to refine its knowledge products such as the Ease of Doing Solar (EoDS) series of reports, as well as its three flagship reports on the state of the global solar sector in terms of markets, technology, and investments. Along with these annual publications, ISA also proposes to launch theme-specific and country / region-specific reports and knowledge products, with the objective of meeting its strategic goal of making solar the preferred choice of energy and for mobilising investments for solar projects globally.

4. Proposed Budget of the ISA for the year CY 2023

Given the strategic priorities identified under the work plan for CY 2023, and the proposed activities planned to be undertaken, it is estimated that the budget for the year CY 2023 would be about USD 21mn (including USD 8.8mn as other contributions). The comprehensive programmatic support initiatives of the ISA are expected to consume the largest share of the proposed budget. The detailed build-up of the budget for the year CY 2023 is shown in the following table:

Sl. No.	Programme	Proposed Budget for 2023 (USD)
A	Programme Cost	
A.1	Affordable Finance at Scale (AFS) Programme	2,504,079 (2mn from Other Contributions)
A.2	Scaling Solar Applications for Agriculture Use (SSAU)	247,564
A.3	Scaling Solar Mini Grids (SSMG) Programme	305,437
A.4	Scaling Solar Rooftop (SSRT) Programme	402,924
A.5	Scaling E-mobility and Storage (SEM&S) Programme	312,149
A.6	ISA Programme on Solar Parks	408,477
A.7	ISA Programme for solarizing heating and cooling systems	320,477
A.8	ISA Programme on Solar & Battery Waste Management	215,000
A.9	ISA Programme on Solar for Green Hydrogen	203,000
A.10	Programmatic / Project interventions to ISA member countries (includes Demo projects & VGF)	5,860,000 (4mn from Other Contributions)
A.11	Regulatory support	400,000
A.12	STAR C	3,397,469 (Other Contributions)
Sub-total		14,576,576
B.	Communications, Outreach and Strategic Engagement & Partnership	
B.1	Capacity Building	300,000
B.2	Communication, Knowledge Management & Outreach	600,000 (0.3mn from Other Contributions)
B.3	Strategic Engagement and Partnerships	1,295,000
B.4	Secretariat support to GGI-OSOWOG initiative	60,000
Sub-total		2,255,000
C.	Management Support	
C.1	Management Support	4,353,297
Sub-total		4,353,297
Total		21,184,873

About USD 9.6mn as Other Contributions will be spent on STAR C (USD 3.3mn), Program 1 for Solar Finance Facility & SolarX (USD 1mn each), Programmatic Intervention (USD 4mn) and Knowledge Management (USD 0.3mn).

Availability of funds to meeting the proposed budget

At present, ISA anticipates that sufficient funds would be available to meet the budgetary requirement of approximately USD 21 million for the year CY 2023. The availability of funds for meeting these requirements could be attributed to the increased resource mobilisation efforts being put into place.

However, a major boost to the financial sustainability of the ISA has been received because of the annual funding of USD 13 million for a period of 3 years committed by the Government of India to the ISA. This injection of funds would make it possible for the ISA to sustain its operations for a few more years as it builds up its presence among its member countries.

Approval sought from General Assembly

The ISA Secretariat requests the General Assembly to take note of the progress made in implementation of the Work plan and approve the revised budget for the year CY 2022. The General Assembly is also requested to approve the proposed work plan and budget for the year CY 2023.
