

Second meeting of the Council of IRENA  
 13-14 November 2011, Abu Dhabi, United Arab Emirates

## **REPORT OF THE SECOND MEETING OF THE COUNCIL OF THE INTERNATIONAL RENEWABLE ENERGY AGENCY**

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## **Report of the second meeting of the Council of the International Renewable Energy Agency**

1. The second meeting of the Council of the International Renewable Energy Agency (IRENA) was held at the Sheraton Hotel, Abu Dhabi, United Arab Emirates, on 13 and 14 November 2011. The meeting was attended by the 21 Council members: Antigua and Barbuda, Australia, Denmark, Ecuador, Eritrea, France, Germany, India, Japan, Luxembourg, Mali, Mexico, Nigeria, Poland, the Republic of Korea, Senegal, South Africa, Spain, Tonga, the United Arab Emirates and the United States of America, as well as 46 observers.

### **Agenda Item 1: Opening of the meeting**

2. Martin Hoffman (Australia), Chair of the first meeting of the Council of IRENA, opened the meeting at 9:20 AM on Sunday, 13 November 2011. He thanked the host country for its hospitality and underlined that this second meeting of the Council was particularly important as members were preparing for the second session of the Assembly on 14 and 15 January 2012 and the meeting would need to deliver outcomes that would underpin the Agency's activities in 2012 and beyond. The Chair also noted his thanks to all Council members for their continued support and trust in him as Chair.

### **Agenda Item 2: Organisation of work**

#### **(a) Election of officials**

3. At the first meeting of the Council, members had designated Martin Hoffman, Deputy Secretary, Department of Resources, Energy and Tourism (Australia) as Chair, and Heung Kyeong Park, Deputy Director-General, Ministry of Foreign Affairs and Trade (Republic of Korea) as Vice-Chair of the second meeting of the Council.

**The Council elected Martin Hoffman as Chair and Heung Kyeong Park as Vice-Chair by acclamation.**

4. The Chair informed members that Conrod Hunte, Ambassador (Antigua and Barbuda), Rapporteur at the first meeting of the Council, was unable to continue in his role for the second Council meeting.

**The Council appointed Abubakar Sani Sambo, Director General of the Energy Commission (Nigeria) as Rapporteur by acclamation.**

**(b) Adoption of the agenda (C/2/1; C/2/1/Add.1)**

5. Members agreed to change the order of items 7 and 8, and to include a presentation from a third-party consultant under item 6.

**The Council adopted the agenda as amended.**

6. The Chair requested that all members make every effort to meet on time, be concise in their comments and focus on outcomes in order to ensure adequate coverage of every agenda item. The Chair announced that as a matter of priority, he would give the floor to every member who wished to speak, but would also attempt, if time permits, to give observers the opportunity to speak.

**Agenda Item 3: Report of the first meeting of the Council (C/1/SR/1)**

7. The Chair introduced the draft Report of the first meeting of the Council as well as two amendments submitted by two members.

**The Council approved the draft Report of the first meeting of the Council as amended.**

**Agenda Item 4: Annual Report of the Director-General for 2011 (C/2/2, C/2/DC/3)**

**(a) Introduction of the Annual Report for 2011 by the Director-General**

8. The Director-General welcomed all members and observers and introduced the Annual Report of the Director-General for 2011 (Annual Report), which provided an account of the strategic and programmatic work that had been undertaken during 2011, as well as information on the human and financial resources of the Agency. He underlined that the Annual Report reflected the Agency's activities from April up to October 2011. As a result, some of the activities presented as planned had been completed or were underway, and some changes had also taken place with respect to human and financial resources.

9. The Director-General estimated that US\$ 20.3 million would be spent in 2011, of which US\$ 10.8 came from the core budget and US\$ 9.5 from voluntary contributions. The overall estimated expenditures of US\$ 20.3 million represented 81.4% of the approved budget for 2011.

10. He outlined the human resources situation and stressed that, due to the specific circumstances characteristic of a nascent organisation, the Agency needed to rely on a number of external consultants until fixed-term positions could be filled. He underlined that in recruitment, emphasis had been on selecting the best possible expertise. The Director-General anticipated that, by the end of the year, the Agency would have 62 fixed-term staff, a number which was necessary, he stressed, to enable the Agency to perform its work in a stable manner in all programmatic, managerial and support areas.

11. The Director-General provided an overview of the work undertaken during the last several months, particularly the creation of strategic partnerships and outreach for cooperation with a wide range of stakeholders. He added that extended interaction with stakeholders had revealed a strong sense of expectation, commitment and willingness to collaborate which provided added motivation. IRENA's request for permanent observer status at the United Nations was awaiting formal approval by the General Assembly.

12. The Director-General reviewed highlights of the programmatic work in 2011 and noted that the 2011 Work Programme had been developed with a high level of ambition in spite of the limited time available for its implementation. He underlined that there was still a significant amount of work to complete before year-end and that the continued support, cooperation and engagement of all Members was critical to IRENA's success.

### **(b) Consideration of the Annual Report for 2011 by the Council**

13. In the ensuing discussion, one member drew attention to the table of contributions annexed to the Annual Report and asked that the presentation of its contribution in 2011 be reviewed. The Director-General proposed to re-issue the table in order to display the requested amendment. The member agreed to this proposal.

14. Several members expressed their appreciation of the progress that has been made since the first Assembly. One member suggested the inclusion, in future reports, of a table outlining work achieved as well as on-going activities, linking them to expenditures. This would help members assess progress on activities. Another member suggested future reports might also show progress against milestones, resource requirements and risk assessments. Another member asked for more detailed information on consultant costs compared to fixed-term staff costs, as well as the Director-General's plans regarding the proposed Business Council.

15. The Director-General expressed his appreciation for the positive comments. He backed the idea of a more detailed presentation of programmatic outcomes and management activities.

16. On the issue of hiring consultants versus fixed-term staff, he stressed that the dual challenge of a rigorous and diligent selection process applied by the Secretariat in order to recruit excellent staff on the one hand, which was a time-consuming process, and the need to accelerate the implementation of activities in the 2011 Work Programme, on the

other, had necessitated an increased use of consultants and other external experts in certain areas.

17. On the issue of creating a Business Council, the Director-General announced that a framework and forum for the inclusion of private sector stakeholders in the IRENA process would be developed. He emphasized that he had been reassured to find universal support for IRENA's mandate and activities in his interactions with the business community and added that he intended to hold discussions on the model and methodology of the Business Council on the margins of the second session of the Assembly with a view to agreeing on a framework for cooperation between governments and the private sector to support responsible intergovernmental decision making.

**The Council agreed to submit the Annual Report, including the proposed amendment, to the Assembly through decision C/2/DC/3.**

**Agenda Item 5: Proposed Work Programme and Budget for 2012 (C/2/3; C/2/DC/4; C/2/11)**

**(a) Introduction of the proposed Work Programme and Budget for 2012 by the Director-General**

18. The Director-General introduced the proposed Work Programme and Budget for 2012 (2012 Work Programme). He emphasised that the proposal submitted by him had been guided by three main principles: sharpening programme focus, establishing partnerships, and enhancing cost-effectiveness. He stressed that the continuation and expansion of programmatic activities with tangible outcomes was his top priority for 2012 and that, by building upon the progress so far, the activities in 2012 were aimed at ensuring greater focus and coherence in the substantive work, and at promoting excellence in programme delivery and organizational management.

19. He noted that 2012 would see the continuation and expansion of the majority of the programmatic activities that had already commenced. While the 2012 Work Programme had remained within the overall framework devised in 2011, the respective sub-programmatic objectives and activities had been sharpened and linked more explicitly to concrete outcomes. He underlined that activities were devised to meet the overall objective of supporting countries in accelerating renewable energy uptake.

20. The Director-General explained that while developing the proposed 2012 Work Programme and Budget, the Secretariat had been mindful of global economic constraints and of the fact that many Members were experiencing financial difficulties, and were reviewing their priorities. He voiced his confidence that, with the requested resources, the Secretariat would be able to meet the objectives outlined in the 2012 Work Programme and make significant progress in fulfilling IRENA's mission.

21. He explained that the core budget's increase by US\$ 2.74 million was for the most part due to the fact that in 2012 all fixed-term positions would be costed at 100%, while a number of those positions had only been estimated at 50% in the 2011 Work Programme and Budget. In closing, the Director-General stressed the importance of Council members' support for the budget proposal in front of them.

**(b) Summary Report of the Chair of the Policy and Strategy Committee**

22. The Chair of the Policy and Strategy Committee (PSC) reported on the committee's deliberations during its second meeting on 11 November 2011, as contained in the Chair's Summary of the outcome of the Policy and Strategy Committee Meeting (C/2/11).

23. The Chair of the PSC noted that the committee had a highly productive discussion with the Director-General around the overall design of the Work Programme as well as a more detailed discussion on the outputs of the three sub-programmes. He noted that the committee welcomed the sharpened focus of the 2012 Work Programme. The PSC Chair reported that overall committee members considered prioritisation of activities as well as further refinement of the document would further strengthen the document. It was noted that a number of members believed that the 2012 Work Programme would benefit from the inclusion of measurable outputs and timelines.

24. He emphasized that a number of members noted the ambition of sub-programme two as an area that required attention. The Chair closed by stating the committee's recommendation to refine the 2012 Work Programme, especially related to content, before its submission to the Assembly.

25. The Chair thanked the Chair of the PSC for the detailed written report on the 2012 Work Programme and suggested to members that they focus their comments on item 5 (d), rather than repeating any of the findings highlighted in C/2/11.

**(c) Summary Report of the Chair of the Finance Committee**

26. The Chair of the Finance Committee (FC) reported on the committee's deliberations during its first meeting on 12 November 2011. He reported that, due to the current global economic situation, a few committee members had referred to the policy of zero nominal growth in budgets of international organisations while others saw the merits of increasing the budget of an organisation such as IRENA, particularly in its nascent phase, and subsequently supported the budget as proposed by the Director-General, emphasising that renewable energy was key for sustainable economic development.

27. He emphasized that some members would welcome longer-term financial forecasting as this would assist them in budget planning. He noted that some members supported more visible linkages between long-term strategic planning and the programme of work and its budgetary dimension. He stressed that members had welcomed the Secretariat's announcement to move towards an accrual accounting approach and to continue designing and documenting business policies and processes in order to pave the way for the implementation of an enterprise resource planning (ERP)

solution in 2012. He reported that members had encouraged the Secretariat to explore opportunities to save on non-staff costs without compromising programme delivery. The Chair closed by noting the positive spirit in which members of the FC had considered the proposed budget and its onward transmission to the Assembly.

28. The Chair thanked the Chair of the FC for his report and thanked the committee for its considered approach to the Budget. The Chair reiterated the importance of close cooperation between the PSC and the FC in considering Work Programme and Budget.

#### **(d) Consideration of the proposed Work Programme and Budget for 2012 by the Council**

29. Some members raised the issue of the increase in the overall budget level in light of the challenging economic circumstances of several countries. Most members supported the budget level as proposed by the Director-General and recommended its onward submission to the Assembly, underlining that the political message of zero growth would reflect negatively on the nascent organisation.

30. Members agreed that the presentation and format of the proposed 2012 Work Programme would need further enhancement and refinement prior to its submission to the Assembly. Some members called for a document more focused on outcomes and results, with stronger linkages between the budget and the programmatic elements and asked for prioritisation and, where possible, clustering of activities while cautioning against over-ambition. Some members asked the Secretariat to provide information on activities that justified an increase in the budget and invited the Secretariat to produce a matrix linking activities to costs to be attached to the 2012 Work Programme document at the time of submission to the Assembly.

31. One delegate expressed his country's interest in becoming the pilot country for the planned regional renewable energy readiness assessment in Latin America and the Caribbean.<sup>1</sup>

32. The Chair noted that, given the differing views on the proposed 2012 Work Programme, the Council needed to agree on a process for submitting the document to the second Assembly. He reminded members that, as per the IRENA Statute, the Council was required to consider the document and agree on its submission to the Assembly, as opposed to adopting or approving it. In the ensuing deliberations, members discussed various options on how to further proceed. The Chair presented a proposal for consideration by members, based on discussions thus far, spelling out the procedure for submission of the proposed 2012 Work Programme to the Assembly. The proposal was further discussed and amended to reflect the different positions of members.

**The Council agreed on decision C/2/DC/4, which requested the Director-General to revise and resubmit the proposed Work Programme and Budget for 2012 for consideration by the Council and onward submission to the Assembly. The**

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<sup>1</sup> Peru asked to be identified as this country in the report.

**Council requested the further refinement of the document in order to demonstrate clearly how proposed increases of resources support outcomes that advance the mission and work programme of the organisation as well as the preparation of a detailed matrix of activities and their costs and an explanatory note on the case for additional resources**

**Agenda Item 6: Proposed Strategic Plan (C/2/4, C/2/11)**

**(a) Introduction of the proposed Medium-term Strategy by the Director-General**

33. At the proposal of the Director-General, a third-party consultant who had facilitated the preparation of IRENA's Medium-term Strategy was invited to give a presentation on the rationale behind the main conclusions of the document as well as the process leading to its formation which had included a large number of stakeholder consultations.

34. In opening the discussion on the Medium-term Strategy, the Chair clarified that the Council was not required to submit the document to the second session of the Assembly for its adoption. He invited the Director-General and members to provide their comments on the draft document as well as on proposals on the way forward.

35. The Director-General outlined some of the major lessons that could be drawn from the process. He emphasised that the Agency needed to become active immediately in order to ensure its relevancy and impact and stressed that it was imperative for IRENA, given the dynamism in the development of renewable energy, to remain responsive to the changing needs of diverse stakeholders. He underlined that the Agency needed to select key areas where it could make a difference, to focus efforts to ensure effectiveness and that it needed to enter into strategic partnerships to ensure complementarity and added-value. He underlined that IRENA needed to remain nimble and adaptive to a changing environment in order to ensure delivery and that it needed to assess credibility and current capability gaps and build and communicate transparent targets in order to be held accountable. He invited members as the owners of IRENA to take the first draft of the document as a basis for their discussion on their vision of the Agency.

**(b) Summary report of the Chair of the Policy and Strategy Committee (C/2/11)**

36. PSC Chair comments on this item tabled as part of the report C/2/11 reflecting the Chair's summary of discussions during the meeting of the PSC.

**(c) Consideration of the proposed Medium-term Strategy by the Council**

37. One member asked that the issue of access to energy be highlighted more effectively in the Medium-term Strategy. This view was seconded by some members in their ensuing comments. Similarly, a large number of members supported the central role of the private sector in the global development of renewable energy and the idea of building the business case for renewable energy. Some members mentioned IRENA's



role as a knowledge database and repository for renewable energy information, accessible for policy makers, private sector and civil society.

38. Some members spoke in favour of restructuring the proposed document in order to make it more accessible and to enhance the presentation of its content. One member highlighted that Members of IRENA needed to reach a common understanding on their vision of IRENA and welcomed the discussion in the Council as a very important step in this direction while one member referred Council members to the IRENA Statute and the statement on IRENA's objectives contained therein. A number of members referred to the proposed Medium-term Strategy as a living document.

39. In summing up, the Chair welcomed the depth of thought and quality of comments provided including those provided in the report of the PSC. He referred members to the section on the Medium-term Strategy in the Chair's Summary of the outcome of the Policy and Strategy Committee Meeting (C/2/11) and proposed to the Council to ask the Secretariat to provide an update on the Medium-term Strategy planning process for the second session of the Assembly, by drawing on discussions during the Council as well as the PSC meeting and incorporating the third-party consultation work. Discussions could be held at the second session of the Assembly either in full session or during round table discussions and the document could be further refined leading to additional and, if possible, final discussion at the third meeting of the Council.

**The Council agreed to ask the Director-General to provide an update on the Medium-term Strategy planning process for the second session of the Assembly and to discuss the refined document at the third meeting of the Council.**

#### **Agenda Item 7: Report of the Chair of the Governance and Legal Committee**

##### **(a) Draft Agreement on Privileges and Immunities (C/2/L.5)**

40. The Chair of the Governance and Legal Committee (GLC) reported that the committee had considered the draft Agreement on Privileges and Immunities (C/2/L.5) at its second meeting on 12 November 2012 but that a number of differing views amongst members could not be resolved. Committee members had therefore decided to refer the issue to the Council for further consideration and discussion.

**The Council agreed to request the GLC, together with interested members, to continue seeking an agreement on the matter and to transmit the finalised document through the Council Chair and the Director-General to all Members and Signatories in preparation for the second session of the Assembly.**

##### **(b) Provisional Rules of Procedure of the Assembly and of the Council (C/2/12; C/2/DC/6)**

41. The Chair of the Governance and Legal Committee (GLC) reported on the committee's consideration of the matter and informed the Council that the GLC

recommended the proposed Rules of Procedure of subsidiary organs to be included in the provisional Rules of Procedure of the Assembly and of the Council to the Council for its consideration. The Council considered the document.

**The Council agreed to submit the proposed Rules of Procedure of subsidiary organs to be included in the provisional Rules of Procedure of the Assembly and of the Council, to the Assembly through decision C/2/DC/6.**

**(c) Draft Ethics and Conflict of Interest Policy (C/2/13; C/2/DC/7)**

42. The Chair of the Governance and Legal Committee (GLC) reported on the committee's considerations of the matter and informed the Council that the GLC recommended the draft Ethics and Conflict of Interest Policy to the Council for its consideration. The Director-General elaborated that this policy was generally in line with the Agency's objective of becoming a transparent and accountable international organisation. The Council considered the document, which was amended to address concerns expressed by some Council members.

**The Council agreed to submit the draft Ethics and Conflict of Interest Policy to the Assembly through decision C/2/DC/7.**

**(d) Draft Policy on the Public Disclosure of Documents (C/2/14; C/2/DC/8)**

43. The Chair of the Governance and Legal Committee (GLC) reported on the committee's considerations of the matter and informed the Council that the GLC recommended the draft Policy on the Public Disclosure of Documents to the Council for its consideration. The Council considered the document.

**The Council agreed to submit the draft Policy on the Public Disclosure of Documents to the Assembly through decision C/2/DC/8.**

## **Agenda Item 8: Report of the Chair of the Finance Committee**

**(a) Audit**

44. The Chair of the Finance Committee (FC) referred to Article XII, paragraph C of the Statute which mandates that the Assembly "appoint an external auditor who shall hold office for a period of four years and who shall be eligible for re-election. The first auditor shall hold office for a period of two years".

45. He informed the Council that some members were continuing to discuss audit modalities, including the question whether IRENA accounts should be audited by a private or public auditor. He stressed that the committee had urged those members concerned to seek consensus on the matter as soon as possible as the appointment of the auditor at the second session of the Assembly needs to be preceded by a selection process which should be launched as soon as possible. He reported that the committee

had agreed to encourage the Council to ask for the speedy resolution of the matter between the parties concerned.

**The Council agreed to recommend that the Finance Committee would continue its efforts to find a quick solution to the matter together with interested parties and that the outcome of discussions would be communicated to all Council members and subsequently submitted to all Members and Signatories in preparation for the second session of the Assembly.**

**(b) Funding for the participation of developing country representatives in IRENA meetings**

46. The Chair of the Finance Committee (FC) reported that one committee member had requested that the matter of establishing a special trust fund to support the participation of developing country representatives in IRENA meetings be addressed at the FC meeting and that this member had volunteered to contribute to this fund.

47. The Chair explained that developing countries often faced financial constraints in travelling to meetings and that non-participation of a sub-set of the Agency's membership in its meetings would call the legitimacy of the organisation into question as its stated aim was to promote the widespread and increased adoption and use of renewable energy. He reported that the FC recommended to the Council to request the Secretariat to prepare a report, based on a review of existing practices, on the establishment of a fund to facilitate the participation of representatives of developing countries in meetings of IRENA which would address possible modalities and procedures for funding, the approximate cost per participant as well as the workload that the establishment of such a fund would represent for the Secretariat.

**The Council agreed to request the Director General to prepare a report on the establishment of a fund to facilitate the participation of representatives of developing countries in meetings of IRENA and to submit the report to all Members and Signatories in preparation for the second session of the Assembly.**

**Agenda Item 9: Subsidiary organs**

**(a) The establishment and administration of subsidiary organs, including technical committees**

48. The Director-General explained that this item was for information as he had intended to bring cost implications of the establishment and administration of subsidiary organs of IRENA to the attention of the Council, especially in the context of on-going discussions on the creation of new subsidiary organs. He emphasized that Secretariat support for the three existing committees required considerable resources in addition to those for Council support itself: the involvement of 12 staff members with a total of 106 working days and an approximate total of US\$ 90.000 of financial commitment. The Director-General closed by expressing his hope that Members would

take this information into account when deciding on the establishment of subsidiary organs in the future.

**The Council took note of the report of the Director-General.**

**(b) Special Committee on Council composition/election/rotation mechanisms  
(C/2/DC/9)**

49. The Chair of the Governance and Legal Committee (GLC) informed the Council of the extensive discussions that had taken place during the past two meetings of the committee regarding the determination of an appropriate mechanism for electing members of the Council on a rotating basis and the consideration of other issues related to Council composition. He reported that although the GLC had been mandated by Assembly decision A/1/DC/13 to look into the matter, members had asked him to report back to the Council that the GLC was unable to resolve the issue. He subsequently referred Council members to a proposal he prepared on process, outlining the creation of a committee under the guidance of the President of the Assembly, facilitated by a chair and four vice-chairs.

50. In the ensuing discussion, some Council members called for a stronger institutionalisation of the process to agree upon a mechanism to determine Council composition, election and rotation while others voiced their concern about the creation of a new committee with rigid structures and formal procedures. After extended considerations it became apparent that the majority of members leaned towards the idea of appointing facilitators to support the process without institutionalising a committee structure.

**The Council agreed on decision C/2/DC/9 on the Appointment of Facilitators on Council composition, election and rotation.**

**Agenda Item 10: Other management and policy issues**

**(a) Secondment of Staff (C/2/L.6; C/2/DC/2)**

51. The Chair of the Governance and Legal Committee (GLC) informed Council members about the substantive discussions that had taken place during the past two meetings of the committee on that matter. He reported that a few issues needed further clarification before an agreement on secondment could be reached.

52. Based on further discussions of the matter among Council members, the Council agreed to amend the proposed draft decision on secondment of staff to the International Renewable Energy Agency to reflect agreed adjustments.

**The Council agreed on decision C/2/DC/2 as orally amended.**

**(b) Provisional Staff Rules (C/2/7)**

**The Council took note of the provisional Staff Rules as submitted by the Director-General and agreed to submit them to the Assembly.**

**(c) Provisional Financial Procedures (C/2/8)**

**The Council took note of the provisional Financial Procedures as submitted by the Director-General and agreed to submit them to the Assembly.**

**(d) Annual/biennial Work Programme and Budget (C/2/9)**

53. The Director-General introduced this item, referring to document C/2/9, Note of the Director-General - IRENA programmatic and budgetary cycle, as well as discussions in the Policy and Strategy and the Finance Committees. He explained that the Secretariat had carefully analysed the benefits and shortcomings of turning from an annual to a biennial programming cycle and gave a short presentation on advantages and disadvantages. He closed by suggesting that, while the present time was perhaps not the most appropriate to move to a biennial cycle, the matter should be kept under consideration.

54. During the ensuing discussion there was agreement among members that the biennial approach had merits in principle as it would assist Members and the Secretariat in planning and financial forecasting. There was general concurrence that the approach should be examined further, bearing in mind the early stage in the development of the organization and planning uncertainties resulting from that.

**(e) Abu Dhabi Fund for Development (ADFD)**

55. Following Council agreement at its first meeting that preparations for the initiation of the ADFD cycle would be based on, and in accordance with, decision PC.4/DC.4, the Director-General reported on the Secretariat's preparations for the initiation of the project cycle which were based on an agreement of the Council at its first meeting. He informed the Council that at the close of the deadline for nominations, 8 Members had expressed their interest in becoming members of the advisory committee which would oversee the project cycle and make recommendations to ADFD regarding selected projects (7 members and 7 alternates were required) and that 14 Members and Signatories had proposed 18 experts for the panel responsible for the evaluation of project proposals (5 experts were required). He also informed the Council that the Secretariat had reviewed, from an operational point of view, the selection procedures agreed upon at the 4<sup>th</sup> session of the Preparatory Commission in order to launch the implementation phase, and had held consultations thereon with the ADFD.

56. In concluding, the Director-General proposed to proceed with constituting the advisory committee and the expert panel while at the same time continuing consultations with the ADFD on how some of these procedures could be further refined with a view to obtaining more clarity, transparency and accountability during coming project cycles.

57. One member requested that the first project cycle be initiated at the second session of the Assembly and that the procedures would be further refined after the start of the first project cycle. The Director-General clarified that the Secretariat wished to move forward in a responsible manner in order to ensure the success of the whole process from the outset. He added that Members also needed to be aware of the additional costs for the Secretariat entailed in the administration of the process, and that the matter would be presented to the Assembly at its next session.

**(f) IRENA communication strategy**

58. The Director-General outlined that the Secretariat was producing a comprehensive set of approaches targeted at communicating with external stakeholder while also enhancing its representation in the media in order to position itself as the global voice for renewable energy.

59. The Director-General highlighted the need to also improve mechanisms for communication between the Secretariat and Members of IRENA. The Secretariat informed about the existing venues for communication with Members and outlined some of the initiatives underway to further improve this communication, in particular related to enhancing the delegates' area of the website in order to make it more accessible, user-friendly and interactive. Changes proposed included improving website security, integrating a search feature, alerting Members to changes in documents and tracking Members' comments.

60. One member advised that, to be effective, any communication had to be issued in a timely manner and when needed and that an implementation plan would help support this. Another member requested a focus on all island states.

**(g) Progress on engineering business processes and reporting**

61. The Secretariat gave a presentation on progress in engineering business processes and reporting in cooperation with a consultant. Implementation of the new processes would begin in early 2012 and would further help build the maturity and capability of the Secretariat.

**The Council took note of the Secretariat's presentations on communications and business processes.**

**Agenda Item 11: Organisation of the second session of the Assembly**

**(a) Approval of the draft provisional agenda for the second session of the Assembly (C/2/10)**

62. The Director-General summarised the priorities for the upcoming Assembly session, and expressed the hope that this be a vibrant, engaging and fruitful meeting. He underlined that he had identified a clear need for a substantive increase in programmatic

and substantial discussions at future Assembly sessions and clarified that the draft provisional agenda only reflected what was required from a legislative viewpoint. He informed members that the Secretary General of the United Nations would be present during the second session of the Assembly and that a meeting with Pacific Leaders would be organised.

63. He outlined his plan to hold two Ministerial Roundtables in parallel to the Assembly session in order to engage with ministers and to build on the successful interactions at the inaugural session of the Assembly. He proposed to hold one session together with representatives of the finance community, business and associations with a view to having them interact with the ministers present and to discuss a possible framework for the proposed Business Council. He suggested focusing the second session of the Ministerial Roundtable on IRENA's proposed Medium-term Strategy, obtaining feed-back from ministers on the proposed strategy document.

64. Members strongly endorsed the idea of holding ministerial roundtable discussions. The proposed focus on interaction with the business community as well as on the Medium-term Strategy was well received. The Director-General invited members to share their ideas on the agenda of the second session of the Assembly at their earliest convenience with the Secretariat.

65. Members also provided helpful feedback on possible approaches to such a high level discussion on the Medium-term Strategy for IRENA. Some members noted that any ministerial level discussion should be interactive and make use of a range of speakers and facilitators, including the consultant contracted to assist with the project. A few members noted that any presentation on the Medium-term Strategy should be pitched at a high level and need not go into the great detail that was provided to Council at the second meeting by the consultant.

## **Agenda Item 12: Organisation of the third meeting of the Council**

### **(a) Date for the third meeting of the Council**

66. The Chair proposed 28 and 29 May 2012, and 13 and 14 June 2012 as possible dates for the third meeting of the Council. As some members raised concerns about scheduling conflicts with the Rio+20 Conference and preparatory meetings, the Chair proposed to task the Chair designate of the third meeting of the Council to consult with members on the matter.

**The Council proposed that the Chair designate of the third meeting would arrange the meeting date in discussion with members and the Director-General.**

### **(b) Designation of officials**

67. The Chair announced that the United Arab Emirates had been proposed as Chair, and that Sweden had been proposed as Vice-Chair of the third meeting of the Council.

**The designation was adopted by acclamation.****Agenda Item 13: Any other business**

68. One member called on the Secretariat to add further detail to the provisional annotated agenda for the second session of the Assembly.

69. With support expressed by other members, one member highlighted the significance of the issue of multilingualism and inquired how far the Secretariat had proceeded in terms of looking into the matter and facilitating the use of multiple languages. The Director-General agreed with the sentiments expressed and emphasised that the Secretariat attached high importance to this matter while referring to practical and budgetary limitations and constraints at the early stage of the Agency, and that the Secretariat would report to the third Assembly on that matter.

70. Further, one observer shared with members that an economic cooperation organisation, comprising mainly central Asian countries, had devised an action plan for renewable energy and that it had declared that its actions should be in line with IRENA's mandate.

**Agenda Item 14: Closing of the meeting**

71. The Chair thanked members for their professional, positive and cooperative manner throughout the meeting and closed at 5:30 PM.



Second meeting of the Council  
Abu Dhabi, 13 – 14 November 2011

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13 November 2011

## **Agenda of the second meeting of the Council of the International Renewable Energy Agency**

1. Opening of the meeting
2. Organisation of work
  - a. Election of officials
  - b. Adoption of the agenda
3. Draft report of the first meeting of the Council
4. Annual report of the Director-General for 2011
5. Proposed Work Programme and Budget for 2012
6. Proposed Strategic Plan
7. Report of the Chair of the Governance and Legal Committee
  - a. Draft Agreement on Privileges and Immunities
  - b. Provisional Rules of Procedure of the Assembly and of the Council
  - c. Draft ethics and conflict of interest policy
  - d. Draft policy on the public disclosure of documents

8. Report of the Chair of the Finance Committee
  - a. Audit
  - b. Funding for the participation of developing country representatives in IRENA meetings
  
9. Subsidiary organs
  - a. The establishment and administration of subsidiary organs, including technical committees
  - b. Special committee on Council composition/election/rotation mechanisms
  
10. Other management and policy issues
  - a. Secondment of staff
  - b. Provisional Staff Rules
  - c. Provisional Financial Procedures
  - d. Annual/biennial Work Programme and Budget
  - e. Abu Dhabi Fund for Development (ADFD)
  - f. IRENA communication strategy
  - g. Progress on engineering business processes and reporting
  
11. Organisation of the second session of the Assembly
  
12. Organisation of the third meeting of the Council
  
13. Any other business
  
14. Closing of the meeting

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## List of participants

### Members (21)

No	Country	First Name	Last Name	Institution	Position/Title
1	<b>Antigua and Barbuda</b>	Conrod	Hunte	Permanent Mission to the UN	Ambassador
2	<b>Australia</b>	Martin	Hoffman	Department of Resources, Energy and Tourism	Deputy Secretary
3		Veronica	Westacott	Department of Resources, Energy and Tourism	Manager
4	<b>Denmark</b>	Annette	Schou	Danish Energy Agency	International Advisor
5	<b>Ecuador</b>	Obrist	Peter	Consulate of Ecuador	Consul
6	<b>Eritrea</b>	Tesfay	Zecarias	Ministry of Energy and Mines	Technical Advisor
7	<b>France</b>	Raymond	Cointe	Ministry of Economy, Sustainable Development, Transport and Housing	Director
8		Elise	Calibre-Marion	Ministry of Economy, Sustainable Development, Transport and Housing	Energy Expert
9		Martine	Kubler-Mamlouk	Embassy of France	Counsellor
10		Christina	Vasak	Ministry of External and European Affairs	Senior Expert
11	<b>Germany</b>	Karsten	Sach	Ministry of Environment	Deputy Director General
12		Mathias	von Polenz	Embassy of Germany	Counsellor
13		Sonja	Roeder	Ministry of Environment	Advisor
14		Joscha	Rosenbusch	Ministry of Environment	Advisor
15		Martin	Schoepe	Ministry of Environment	Head of Division
16		Ellen	von Zitzewitz	Ministry of Environment	Advisor
17	<b>India</b>	Gireesh Bhaskar	Pradhan	Ministry of New and Renewable Energy	Secretary to the Government
18		Namrata S.	Kumar	Embassy of India	Counsellor

19	<b>Japan</b>	Yo	Osumi	Ministry of Foreign Affairs	Director
20		Masayuki	Deaki	New Energy and Industrial Technology Development Organization	Officer of International Affairs
21		Kenji	Kato	Embassy of Japan	Head of Section
22		Satshi	Miura	Ministry of Economy, Trade and Industry	Director
23		Iwao	Miyamoto	New Energy and Industrial Technology Development Organization	Chief Representative
24		Daisuke	Nakajima	Ministry of Foreign Affairs	Official
25		Kaoru	Oe	Ministry of Foreign Affairs	Official
26		Tatsuo	Seino	Ministry of Environment	Deputy Director
27		Masashi	Takizawa	Ministry of Agriculture, Forestry and Fisheries	Deputy Director
28		Yasuhide	Yamada	New Energy and Industrial Technology Development Organization	Director General
29	<b>Luxembourg</b>	Guy	Lentz	Permanent Representation to the European Union	Attaché
30	<b>Mali</b>	Sekou Oumar	Traore	Ministry of Energy and Water	Director of Solar Energy
31	<b>Mexico</b>	Francisco	Alonso	Consulate General of Mexico	Consul General
32	<b>Nigeria</b>	Abubakar Sani	Sambo	Energy Commission of Nigeria	Director General
33		Abubakar Malah	Umar	Energy Commission of Nigeria	Director
34	<b>Poland</b>	Adam	Krzyszowski	Embassy of Poland	Ambassador
35		Janusz	Bylinski	Embassy of Poland	Counsellor
36		Lucjan	Karpinski	Embassy of Poland	Third Secretary
37		Janusz	Pilitowski	Ministry of Economy	Deputy Director
38		Mariusz	Radziszewski	Ministry of Economy	Head of Unit
39	<b>Republic of Korea</b>	Heung Kyeong	Park	Ministry of Foreign Affairs and Trade	Deputy Director-General
40		Kyu Nam	Chae	Embassy of Republic of Korea	Energy Attaché
41		Kim	Jun-Oh	Korea Energy Management Corporation	Manager
42		Yong Hun	Jung	Ministry of Knowledge Economy	Counsellor
43		Oh	Sung Hwan	Ministry of Foreign Affairs and Trade	First Secretary of Energy Team
44		Kim	Young Jun	Ministry of Foreign Affairs and Trade	Liaison Personnel to IRENA
45	<b>Senegal</b>	Ismaila	Lo	Ministry of Renewable Energy	Deputy Manager
46		Abdourahmane	Diop	Embassy of Senegal	Ambassador

47	<b>South Africa</b>	Nomawethu	Qase	Department of Energy	Director
48	<b>Spain</b>	Isodoro	Tapia Ramirez	I D A E	General Secretary
49		Vincente	Cacho	Embassy of Spain	Deputy Head of Mission
50		Diana	Lopez Garcia	I D A E	Project Manager
51		Antonio	Pérez Hernandez	Ministry of Foreign Affairs	Ambassador
52	<b>Tonga</b>	Mahe'uli'uli	Tupouniua	Ministry of Foreign Affairs	Secretary of Foreign Affairs
53		Honourable	Akau'ola	Ministry of Foreign Affairs	Special Advisor to the Prime Minister
54	<b>United Arab Emirates</b>	Thani	Al Zayoudi	Ministry of Foreign Affairs	Head of IRENA Department
55		Shaima	Al Aydarous	Ministry of Foreign Affairs	Marketing and Events Officer
56		Rowdha	Al Otaiba	Ministry of Foreign Affairs	Desk Officer
57		Dane	Mcqueen	Ministry of Foreign Affairs	Analyst
58		Omar	Shehadeh	Ministry of Foreign Affairs	Head of Programme Management
59		Sultan	Taryam	Ministry of Foreign Affairs	Analyst
60	<b>United States of America</b>	Raffi Vartkess	Balian	U.S. Department of State	Foreign Service Officer
61		Eric Justin	Maltzer	U.S. Department of State	Foreign Affairs Officer
62		Michael	Mills	U.S. Department of Energy	Advisor
63		Thomas	Shoemaker	U.S. Department of Energy	Program Analyst
64		David	Sullivan	U.S. Department of State	Assistant Legal Advisor

### Observers (43)

No	Country	First Name	Last Name	Institution	Position/Title
1	<b>Angola</b>	Joao	Baptista Borges	Ministry of Energy and Water	Secretary of State of Energy
2		Nascimento	Andre Quicassa	Ministry of Energy and Water	Expert
3		Ana Paula	Cabral Borges	Ministry of Energy and Water	Assistant
4		Teresa	Dias dos Santos	Ministry of Energy and Water	Director
5		Flavio	Fonseca	Embassy of Angola	Ambassador

6		Kiala	Pierre	Ministry of Energy and Water	Director
7		Sandra	da Siva Cristovao	Ministry of Energy and Water	Director of Renewable Energy
8		Couthino	Viquissi Copumi	Embassy of Angola	First Secretary
9	<b>Argentina</b>	Marta Luz	Gonzalez Nieves	Embassy of Argentina	Deputy Head of Mission
10	<b>Armenia</b>	Vahagn	Melikian	Embassy of Armenia	Counsellor
11		Mher	Mkrtumyan	Embassy of Armenia	First Secretary
12	<b>Austria</b>	Julius	Lauritsch	Embassy of Austria	Ambassador
13	<b>Azerbaijan</b>	Etibar Abdulla	Abdullaev	Embassy of Azerbaijan	Second Secretary
14	<b>Bangladesh</b>	Shahid	Bakhtiar Alam	Embassy of Bangladesh	Counsellor
15	<b>Belarus</b>	Igor	Bondarev	Embassy of the Republic of Belarus	Counsellor
16	<b>Cameroon</b>	Adamou	Saidou	Ministry of Environment and Nature Protection	National Focal Point of IRENA
17	<b>Chad</b>	Abdelkerim Dangaye	Ouedemi	Ministry of Energy and Petroleum	Chef Division Renewable Energy
18		Oumar Noury	Abdelkerim	Ministry of Exterior	Director of Cooperation
19		Youbossoum	Ndjitoloum	Ministry of Energy and Petroleum	Secretary General
20	<b>Chile</b>	Tarud	Jean-Paul	Embassy of Chile	Ambassador
21		Maria Azucena	Carreno	Embassy of Chile	Assistant to the Consul
22	<b>Colombia</b>	Dr. Roberto	Vélez	Embassy of Colombia	Ambassador
23	<b>Comoros</b>	Cheikh	Abou	Ministry of Foreign Affairs	Advisor
24	<b>Cyprus</b>	George	Partasides	Ministry of Commerce, Industry and Tourism	Industrial Extension Officer
25		Costas	A. Papademas	Embassy of Cyprus	Ambassador

26	<b>Czech Republic</b>	Petr	Darmovzal	Embassy of the Czech Republic	Commercial Counsellor
27	<b>Djibouti</b>	Abdillahi	Aouled	Embassy of Djibouti	First Counsellor
28	<b>Dominican Republic</b>	Eduardo	Cintron Morales	Embassy of Dominican Republic	Counsellor
29	<b>Finland</b>	Ilkka-Pekka	Simila	Embassy of Finland	Ambassador
30		Johannes	Riska	Embassy of Finland	Trainee
31	<b>Egypt</b>	Mansour	Tamer	Embassy of Egypt	Ambassador
32		Leila	Georgy	NREA	Expert
33		A. M.	Youssef	Embassy of Egypt	Counsellor
34	<b>Grenada</b>	Hugh	Sealy	Ministry of Finance, Planning, Economy, Energy & Cooperatives	Energy Advisor
35	<b>Iran</b>	Yousef	Armoodely	Renewable Energy Organisation of Iran	Chairman and Managing Director
36		Saeed	Harati Asl	Renewable Energy Organisation of Iran	Renewable Energy Expert
37		Shahriar	Jalalee	Renewable Energy Organisation of Iran	Planning and Development Deputy Director
38		Mahdi	Nabiuni	Embassy of Iran	Third Secretary
39	<b>Italy</b>	Jan Okko	Ziegler	Ministry of Foreign Affairs	Energy Expert
40		Riccardo	Toxiri	Ministry of Foreign Affairs	Energy Expert
41		Antonio	Verde	Ministry of Foreign Affairs	Energy Expert
42	<b>Kenya</b>	Peter Ameyia	Nyakundi	Ministry of Energy	Energy Expert
43	<b>Malaysia</b>	Anbalagan	Kannan	Ministry of Energy, Green Technology & Water	Undersecretary
44		Lim Shean	Pin	Ministry of Energy, Green Technology & Water	Principal Assistant Secretary

45	<b>Mauritania</b>	Dah Sid	Bouna	Ministry of Petroleum Energy and Mines	Director of Studies and Development
46	<b>Morocco</b>	Mohammed	Boudrif	Embassy of Morocco	Chargé d'affaires
47		EL Mehdi	Bouamane	Embassy of Morocco	Counsellor
48	<b>Netherlands</b>	Huib	de Blik	Embassy of the Netherlands	Deputy Head of Mission
49	<b>Norway</b>	Erik Christian	Furu	Royal Norwegian Embassy	Deputy Head of Mission
50	<b>Oman</b>	Ali Hamed	Al Ghari	Public Authority for Electricity and Water	Chairman Assistant
51		Hilal Mohamed Sinan	Al Ghaithi	Authority of Electricity Regulation	Senior Regulatory Engineer
52		Sulaiman Salim Ali	Al Harrasi	Public Authority for Electricity and Water	Renewable Energy Manager
53		Salim	Habib Alomairi	Public Authority for Electricity and Water	Senior Engineer
54		Ahmed Said	Saloum Al Harthy	Rural Areas Electricity Company	Senior Engineer
55	<b>Pakistan</b>	Naeem	Iqbal Cheema	Embassy of Pakistan	Third Secretary
56	<b>Peru</b>	Romulo	Acurio	Consulate General of Peru	Consul General
57	<b>Philippines</b>	Grace	Relucio Princesa	Embassy of Philippines	Ambassador
58	<b>Portugal</b>	Jaime	Leitao	Embassy of Portugal	Ambassador
59	<b>Qatar</b>	Osama Mohamed	Al Momani	Qatar Petroleum	Assistant Manager
60	<b>Sierra Leone</b>	Matilda Elizabeth	Williams	Ministry of Finance and Economic Development	Deputy Financial Secretary
61	<b>Somalia</b>	Abdulkadir Mohamed	Diesow	Ministry of Water, Energy, Petroleum and Mineral Resources	Minister
62		Abdirahan Sid	Ahmed	Ministry of Petroleum & Energy	Director of Energy
63	<b>Sudan</b>	Amal	Eldirdiri Omer Babiker	Ministry of Electricity and Dams	Director of Organization Department



64		Noureldaim	Abdelgadier	Embassy of Sudan	Deputy Head of Mission
65	<b>Swaziland</b>	Ephraim	Hlophe	Embassy of Swaziland	Ambassador
66		Swazi	Patrick Dlamini	Embassy of Swaziland	Counsellor
67	<b>Sweden</b>	Tomas	Kaberger	Swedish Energy Agency	Director
68		Lars Erik	Guldbrand	Ministry of Enterprise, Energy and Communications	Senior Advisor
69		Lisa Karolina	Lundmark	Swedish Energy Agency	International Coordinator
70	<b>Tajikistan</b>	Yousef	Babokalonov	Embassy of Tajikistan	Chargé d'affaires
71		Saidmuhammad	Salikhov	Embassy of Tajikistan	First Secretary
72	<b>Togo</b>	Kuami	Wowogno	Yil Agency	Director
73	<b>Turkey</b>	Yunus	Emre	Embassy of Turkey	Counsellor
74	<b>Uganda</b>	Semakula	Kiwanuka	Embassy of Uganda	Ambassador
75		Dhamuzungu	Aggrey	Embassy of Uganda	Second Secretary
76		Simon	D'Ujanga	Ministry of Energy and Mineral Development	Government Minister
77		Ndawula	Godfrey	Ministry of Energy & Mineral Development	Assistant Commissioner Renewable Energy
78	<b>United Kingdom</b>	Zitouni	Ould-Dada	Department of Energy and Climate Change	Head of International Low Carbon Technology Negotiations
79		Doug	Cook	Embassy of United Kingdom	First Secretary
80	<b>Uruguay</b>	Alfredo	Cazes	Embassy of Uruguay	Ambassador

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**Decision on the Report  
of the Director-General on the implementation of  
the Work Programme and Budget for 2011**

The Council,

*Recalling* Article XI, paragraph E.3 and Article X, paragraph F.4. of the Statute, regarding the annual report on the activities of the Agency;

*Also recalling* Assembly decision A/1/DC/8 of 4 April 2011 on the Work Programme and Budget for 2011;

*Recognizing* the limited amount of time available to the Secretariat for the implementation of the Work Programme in 2011;

*Having considered* the report of the Director-General,

1. *Takes note* of the report of the Director-General as contained in C/2/2;
2. *Welcomes* the progress made in strengthening the Agency's institutional and programmatic foundations;
3. *Encourages* the Director-General to continue his efforts in this regard.

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## **Decision on the proposed Work Programme and Budget for 2012**

The Council,

*Recalling* Article XII of the Statute on the budget of the International Renewable Energy Agency;

*Further recalling* other relevant provisions of the Statute;

*Reaffirming* its determination to strengthen the role, capacity, effectiveness, and efficiency of IRENA in order to realise its full potential and to respond effectively to the needs of Members, in accordance with the purposes and principles of the IRENA Statute, pursuant to relevant provisions thereof;

*Having considered* the report of the Director-General on the Work Programme and Budget for 2012 pursuant to Article X.F.2 of the Statute as submitted by the Director-General pursuant to Article XI.E.1 and contained in document C/2/3;

1. *Takes note with appreciation* of the report of the Director-General on the Work Programme and Budget for 2012;
2. Pursuant to Article XII.B. of the Statute, *requests* the Director-General to revise and resubmit the draft 2012 Work Programme and Budget C/2/3 for submission to Council by email no later than 7 December 2011;
3. *Agrees* that the Director-General's revision should incorporate the comments provided at the second meeting of the Council on 13 – 14 November 2011, including the comments in the summary report of the Chair of the Policy and Strategy Committee (C/2/11), summarizing the findings of the second meeting of the Policy and Strategy Committee on 11 November 2011;
4. *Requests* the Director-General to prepare a detailed matrix of activities and their costs entailed in the proposed budget for 2012, and an explanatory note on the case for additional resources, for the purpose of inclusion in the revised Work Programme and Budget for 2012;

5. *Recognises* the continuing development of the Work Programme and Budget for 2012, and agrees to consider the submission of the Work Programme and Budget for 2012 to the Assembly, following its revision by the Director-General, no later than 14 December 2011;

6. *Urges* the Director-General to improve the Work Programme and Budget in order to demonstrate clearly how proposed increases of resources support outcomes that advance the mission and work programme of the organisation;

7. *Requests* the Director-General to present to the third meeting of the Council a preliminary framework document highlighting the major direction of the 2013 Programme of Work.

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## **Chair’s Summary of the Outcome of the Policy and Strategy Committee Meeting**

Context: The Policy and Strategy Committee was mandated by the Council to “*Review and provide recommendations to the Council on the annual draft work programmes and the proposed five-year strategic plan of the Agency*”.

Objective: The main objective was to review IRENA’s draft Work Programme and Budget 2012 and its proposed Mid-term Strategy 2012-2015 and collect views from both Members and Observers in order to report back to the Council at its meeting on 13<sup>th</sup> November 2011.

Outcome: A set of views and comments (including views collected at the second PSC meeting) captured by the Chair in his summary below to be presented to the Council at its meeting on 13<sup>th</sup> November 2011.

## 1. Work Programme and Budget 2012

The following views and comments were made by participants on the 2012 Work Programme and Budget (WBP 2012).

### 1.1 General Comment on the WPB 2012 (most of which apply to the sub-programmes)

- Need to prioritize activities and to be realistic on what can be achieved.
- The development of specific, measurable, achievable, relevant and timely (SMART) objectives, and indicators that are outcome focused.
- Timelines, and dates for completion, should be added against activities. For activities with a long timeline the WP should include: 1) the progress to date; 2) the milestones expected to be achieved in the current year; and 3) steps to achieving it in the future years.
- The number of deliverables should be streamlined and reconciled with the different activities and the implementation of the strategic objectives.
- Highlight the synergies resulting from cooperation between the sub-programmes.
- The implementation strategy could be explicitly formulated together with a strong project management approach utilized to ensure monitoring of staff requirements, external support and budget implications per activity.
- There is a need for furthering the utilization of transparent external peer review for IRENA publications to ensure the quality of outputs.
- Internal capacity building should be prioritized in the early years for IRENA's development.
- Differentiate between IRENA-led activities and those which will be conducted in collaboration with others.
- Importance of multi-stakeholder engagement and how to foster dialogue with non-member organisations.
- The explicit criteria applied to the selection of partnerships should be outlined.
- The importance of collaboration with other initiatives.
- Synergies with international programmes such as Rio+20, the G20 energy, and international organisations such as the IEA, could be further emphasized.
- Emphasis on regional balance in IRENA's activities.
- Address environmental, social and economic impacts of renewable energy.
- An appendix should be included on all abbreviations used in the WP.

### 1.2 Specific comments on the sub-programmes

#### **Sub-Programme 1: Knowledge Management and Technology Cooperation**

- Need for an IRENA knowledge management strategy.
- Currently the work programme is focused only on power generation and there is a need to broaden its base to include applications of renewable energy. Resource Assessment activity presented focuses only on solar and wind resources. There is a need to expand the potential mapping to cover other renewable energy resources such as biomass and geothermal.

#### **Sub-Programme 2: Policy Advisory and Capacity Building**

- The work programme is very ambitious given available resources. Prioritization and rationalization are required to ensure the delivery and quality of work through:

- Distinguishing between IRENA-led activities and those carried out in cooperation with other stakeholders
- Specifying timelines for output to be completed in 2012 and those which would continue beyond 2012
- Defining more specifically the outcome of activities, their impact and motivation (e.g. workshops)
- Capacity building requires close linkages to the Mid-term Strategy (MTS) and a suitable implementation approach.
- Moreover it needs to build on the opportunities within countries having renewable targets for supporting the implementation of those targets, building on partnerships with existing initiatives, local partners and networks, (e.g. with the academia).
- Capacity building should better include the activities implemented as support for the other two sub-programmes.
- It was identified that some of the Policy Advisory and Capacity Building policy briefs are a duplication of work already undertaken. IRENA should review existing reports to assess their scope and impact, to establish whether there would be duplications. Then the scope of the briefs can be redefined to reflect the purpose.
- The IRENA-IEA Policy and Measures Database is a substantial project. Therefore it needs to be scoped in more detail, noting the resources required and the assistance/training many Members may require.
- Questions were raised concerning the benefit of tariff or employment studies - if these reports are required, how are these items to be developed to respond to the different circumstances of Members.

### **Sub-Programme 3: IRENA Innovation and Technology Center**

- The sub-programme is at the right level of ambition and scope.
- The scope of some activities needs to be further defined including for carbon storage, smart grids and innovation.
- Other comments highlighted the need to address issues such as:
  - Sustainable transport, including biomass/biofuels, building on the existing work on bioenergy sustainability, and biomass R&D;
  - Enhanced renewable energy access technologies;
  - Clarify IRENA's value added in issues such as Smart grid and sustainable cities;
  - Define IRENA's role within technology networks and foster local innovation;
  - IRENA not to choose between technologies by deciding on which ones are good and which are worse;
  - The integration of renewable energy into existing generation infrastructure is a pressing challenge for many Members.

## **2. Mid-term Strategy**

The following views and comments were made by participants on the Mid-term Strategy (MTS).

- Recognition of the significant progress made by the Secretariat and the effort put into producing the MTS and WP.
- This is a living document which can be updated based on the needs of IRENA and the Member states.

- The MTS has a logical storyline and includes many of the elements required in a strategy document. However, it is not accessible and lacks transparency with regard to the prioritization of actions.
- The MTS must relate to the challenges expected in the next five years and be adaptable to adapt to unforeseen challenges.
- An enabling environment for renewable energy and capacity building are key pillars of IRENA's work.
- The MTS needs to be more focused through the inclusion of succinct objectives, simplifying the language and making it easier to read. This would enable the MTS to deliver clear messages, concrete activities and desired outcomes.
- The MTS needs to be more results' driven with stronger priorities and a clear vision of the position of IRENA in 2015.
- Need for the implementation of an action plan, including the clear setting of targets and milestones.
- IRENA to enhance its internal and external communication and engagement with Members and other stakeholders including the private sector, industry, and civil society.
- Emphasize the opportunity for, and role of, IRENA in the upcoming 2012 UN Year of Access to Sustainable Energy for All.
- The MTS needs to make explicit linkages with the Work Programme.
- The added value of IRENA in a complex environment of international initiatives and agencies could be further highlighted. IRENA needs to avoid duplication with the work of other organisations. This was combined with the recommendation that IRENA works with and communicates back to other international organisations.
- IRENA to become the global repository of the vast amount of existing knowledge, making it available to the outside world, building capacities and enabling environments. Analysis should include risk mitigation, cost elements, technology and innovation or environmental challenges.
- IRENA needs to be a strong "advocate" for renewables in the international arena, to highlight the transformation of the renewable energy sector, to demonstrate the increasingly role of renewables, and to change the misperceptions currently surrounding renewable energy, such as the prevalent belief that renewables are more expensive than other energy options.
- IRENA must ensure that its human and financial resources are utilized in the most effective and efficient manner to deliver on its mandate. Ambition should be matched with the Secretariat's genuine ability to deliver, to ensure the on-going credibility of the Agency.
- The Chair and the Director-General invited participants to submit concrete suggestions and changes to the document. This process will be laid out in an email from the Chair of the PSC.



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## **Decision on Rules of Procedure for the Assembly and the Council of the International Renewable Energy Agency**

*The Council,*

*Recalling* that, in its decision A/1/DC/1, the Assembly mandated the Council to review the Provisional Rules of Procedure of the Assembly and of the Council and to recommend to the Assembly at its second session draft Rules of Procedure for the Assembly and the Council;

*Further recalling* Rule 26 of the Provisional Rules of Procedure of the Council which require subsidiary organs to conduct their business in accordance with the Rules of Procedure of Subsidiary Organs as adopted by the Assembly;

*Noting* that, during its first meeting, the Council accepted the Terms of Reference of the Governance and Legal Committee as set out in A/1/DC/10/Rev.1 which requested the Committee to, inter alia, consider and recommend to the Council final Rules of Procedure for both the Assembly and the Council based on the Provisional Rules of Procedure of the Assembly and the Council;

*Further noting* that the matter was considered by the Governance and Legal Committee;

*Having considered* the report of the Chair of the Governance and Legal Committee on the matter as well as the Proposal for Rules of Procedure for subsidiary organs to be included in the Provisional Rules of Procedure of the Assembly and of the Council;

*Decides to recommend* that the Assembly

1. Adopts the proposed Rules of Procedure for subsidiary organs as contained in C/2/12;
2. Requests the Secretariat to include the proposed Rules of Procedure for subsidiary organs after their adoption at the second session of the Assembly in the Provisional Rules of Procedure of the Assembly and of the Council (A/1/DC/1);

3. Decides that the amendments to the Rules of Procedures of the Assembly shall enter into force immediately, and that the amendments to the Rules of Procedures of the Council shall enter into force after the conclusion of the third meeting of the Council;
4. Decides that the Rules of Procedure contained in A/1/DC/10/Rev.1 will be replaced by the Rules of Procedure contained in C/2/12 after the conclusion of the third meeting of the Council;
5. Decides to review the Rules of Procedure of the Council until the fifth session of the Assembly.

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## **Decision on a draft policy on Ethics and Conflict of Interest**

The Council,

*Underlining* the necessity of obtaining broad public trust and confidence in the decision-making processes and operations of IRENA, of achieving the highest standard of ethical conduct in IRENA's affairs and of protecting the reputation and integrity of IRENA;

*Recalling* that, in accordance with Assembly decision A/1/DC/10/Rev.1, the Governance and Legal Committee was tasked with developing and recommending to the Council an Ethics Policy and related policies and documents appropriate for a comprehensive ethics and conflict of interest policy for the Agency;

*Taking note* of the report of the Chair of the Governance and Legal Committee on the matter;

*Having considered* the draft policy on Ethics and Conflict of Interest for the International Renewable Energy Agency proposed by the Governance and Legal Committee,

*Decides:*

1. To endorse the draft policy on Ethics and Conflict of Interest for the International Renewable Energy Agency contained in C/2/13 and to recommend its adoption by the Assembly;
2. To request the Director-General to submit to the Assembly for approval at its second session any necessary amendments to the Staff Regulations that would be required to conform to the draft policy on Ethics and Conflict of Interest endorsed by the Council;
3. To request the Director-General to revise the Code of Conduct annexed to the Staff Rules to ensure consistency with the policy on Ethics and Conflict of Interest and any consequent amendments to the Staff Regulations adopted by the Assembly, and to report the full text of the revised Code of Conduct to the Assembly as required by staff regulation 13.3.

Second meeting of the Council  
Abu Dhabi, 13 – 14 November 2011

14 December 2011

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**Decision on a draft policy  
on the public disclosure of documents**

The Council,

*Affirming* the importance for the Agency to operate in a transparent and accountable manner;

*Taking note* of the report of the Chair of the Governance and Legal Committee regarding the Committee's deliberations of this topic;

*Having considered* the draft Policy on the Public Disclosure of Documents as submitted by the Governance and Legal Committee;

1. *Decides to recommend* that the Assembly adopts the draft policy on public disclosure of documents as contained in C/2/14.

Second meeting of the Council  
Abu Dhabi, 13 – 14 November 2011

14 December 2011

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**Decision of the Council on the  
Appointment of Facilitators on Council Composition,  
Election and Rotation**

The Council, at its second meeting,

*Recalling* Article X of the Statute which requires that the members of the Council shall be elected on a rotating basis, with a view to ensuring effective participation of developing and developed countries and achieving fair and equitable geographical distribution and effectiveness of the Council's work and that the members of the Council shall be elected for a term of two years;

*Noting* Assembly decision A/1/DC/10/Rev.1 on the establishment of Committees;

*Noting also* Assembly decision A/1/DC/13 on the membership of the Council of the International Renewable Energy Agency and the request of the Council to the Governance and Legal Committee, in connection with its review of the Provisional Rules of Procedure of the Assembly, to review the mandate in Article X of the Statute to determine an appropriate mechanism for electing members of the Council on a rotating basis, and to consider other issues related to Council composition, and to report back to the second session of the Assembly;

*Considering* the conclusions of the meetings of the Governance and Legal Committee, especially paragraph 8 of the summary report of the first meeting, and its proposal to address the issue of Council composition, election and rotation in a dedicated framework that would allow for participation of all interested Members and Signatories with a clear timeline;

*Mindful* that the Assembly must elect a new Council at the third session of the Assembly and that the mechanism needs to be in place by then;

1. *Recommends* that the Assembly takes a decision to:
  - i. Appoint two facilitators and acting under the guidance of the President of the Assembly, charged with soliciting views from all Members of IRENA, Signatories, and States in accession to the IRENA Statute, in order to generate recommendations for an appropriate mechanism for Council composition, election and rotation in an open, inclusive and transparent process; and, if a consensus mechanism is determined, to propose relevant amendments to the Rules of Procedure of the Assembly to the third meeting of the Council for its consideration, and to otherwise report the outcomes of its process to both the President of the Assembly and the Council;
  - ii. Encourage Members of IRENA, Signatories, and States in accession to provide their recommendations and observations on Council composition, election and rotation to the facilitators and the Director-General of IRENA within 30 days of the adoption of the Assembly decision, and to request him to submit the recommendations and observations received to all Members, Signatories and States in accession;
  - iii. Request the facilitators, with the support of the Secretariat, to conduct consultations with Members, Signatories, and States in accession on the various proposals on Council composition, election, and rotation, taking advantage of the opportunity to do so provided at the second meeting of the Assembly and the various meeting of subsidiary bodies of IRENA.
2. Requests the Director-General to provide all Members of IRENA, Signatories, and States in accession within 30 days of adoption of this decision, with an overview of structures and procedures followed by other international organizations in respect of the composition of organs comparable to the IRENA Council and of the election and rotation of their members;
3. Requests the Director-General to invite Members of IRENA to nominate facilitators to be presented to the Assembly for decision.

Second meeting of the Council  
Abu Dhabi, 13 – 14 November 2011

14 December 2011

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**Decision on secondment of staff  
to the International Renewable Energy Agency**

The Council at its second meeting,

*Recalling* that, in its decision A/1/DC/5, the Assembly requested the Director-General to review the issues requiring clarification before adoption of a new approach on secondment of staff ensuring equal status and treatment for all staff members, and to present options and recommendations to the Council and the Assembly;

*Recalling* that, in accordance with Assembly decision A/1/DC/10/Rev.1, the matter was considered by the Governance and Legal Committee at its first meeting;

*Having considered* the report of the Director-General on secondment of staff to the International Renewable Energy Agency which was prepared in light of the views expressed by members and observers of the Governance and Legal Committee<sup>2</sup>;

*Decides to recommend* that the Assembly

1. Decides that the regime established by the Interim Regulations on Secondment of Staff to the Preparatory Commission adopted by decision PC.2/DC.6 of 30 June 2009 may no longer be used for the conclusion of new arrangements after adoption of its decision;
2. Decides that personnel currently serving on secondment under the regime established by decision PC.2/DC.6 may continue to serve under that regime until the end of the secondment arrangements in place at the time of the Assembly's decision;
3. Decides to replace the regime established by decision PC.2/DC.6 by the approach set out in paragraphs 25 to 31 of the report of the Director-General;
4. Recognizes that secondment arrangements as described in paragraphs 25 and 26 of the report of the Director-General leading to the appointment of seconded officials as staff members of the Agency with the same rights, duties and obligations as any

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<sup>2</sup> C/2/L.6

other staff members, are mutually beneficial for both the seconding entity and the Agency;

5. Takes note of the fact that staff regulation 5.1 and paragraph (c) Annex 1 to the Staff Regulations permit and regulate such secondment arrangements;
6. Approves the introduction of a mechanism under which Members would make voluntary contributions to the Agency to finance the full cost of hiring and administering qualified staff members for periods of one year but not more than three years to perform services that are consistent with the objectives of the work programme and require resources not provided by mandatory contributions from Members;
7. Authorizes the Director-General to conclude the secondment arrangements described in paragraphs 25 to 31 of the report with public sector entities and international organizations;
8. Encourages the Director-General to conclude loan arrangements with governments, and entities from a broad range of sources of personnel, including governments, governmental and non-governmental organizations, and any other entity having demonstrated in the field of renewable energy and other relevant fields, including universities, research institutions, as well as not-for-profit and for-profit entities, provided the safeguards set out in paragraph 44 of the report are put into place;
9. Requests the Director-General to report to the Assembly at its third session, and thereafter on a biennial basis, on the implementation of its decision.