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Eleventh meeting of the Council of IRENA
24 – 25 May 2016, Abu Dhabi, United Arab Emirates

**REPORT OF THE ELEVENTH MEETING OF THE COUNCIL
OF THE INTERNATIONAL RENEWABLE ENERGY AGENCY**

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Report of the eleventh meeting of the Council of the International Renewable Energy Agency

1. The eleventh meeting of the Council of the International Renewable Energy Agency (IRENA) was held in Abu Dhabi, United Arab Emirates, on 24 and 25 May 2016. The meeting was attended by the following Council members: Albania, Algeria, Bahamas, Belgium, Cameroon, China, Cyprus, Ethiopia, Fiji, the Gambia, India, Israel, Japan, Poland, Republic of Korea, United Arab Emirates, United Kingdom of Great Britain and Northern Ireland, United States of America, Uruguay and Zambia; as well as five alternates: France, Germany, Kiribati, Turkey and Zimbabwe. Also in attendance were 68 other IRENA Members and other countries.

Agenda Item 1: Opening of the meeting

2. The Chair of the tenth meeting of the Council of IRENA, India, opened the meeting.

Agenda Item 2: Organisation of work

a. Election of officials

3. **The Council elected by acclamation the Bahamas, represented by H.E. Kenred Dorsett, Minister of Environment and Housing, as Chair; and Ethiopia as Vice-Chair of the eleventh meeting of the Council.**

4. **The Chair appointed Uruguay as Rapporteur of the eleventh meeting of the Council.**

b. Adoption of the agenda (C/11/1)

5. The Chair introduced the 'Provisional Agenda' (C/11/L.1).

6. **The Council considered and adopted the Agenda for its eleventh meeting (C/11/L.1).**

c. Report of the tenth meeting of the Council (C/10/SR/1)

7. The Chair introduced the draft 'Report of the tenth meeting of the Council' (C/10/SR/L.1).

8. **The Council considered and approved the draft 'Report of the tenth meeting of the Council' (C/10/SR/L.1).**

Agenda Item 3: Progress Report of the Director-General on the implementation of the Work Programme and Budget for 2016-2017 (C/11/2; C/11/CRP/1/Rev.1)

9. The Director-General of IRENA, Mr. Adnan Z. Amin, welcomed delegations to the eleventh meeting of the Council. He thanked H.E. Mr. Upendra Tripathy of India for his stewardship during the last two Council meetings and congratulated H.E. Mr. Kenred Dorsett of the Bahamas on his election as new Council Chair. He noted that the Council is being attended by delegations representing 92 countries and the European Union.

10. The Director-General noted that this year marks IRENA's fifth anniversary and reflected on the positive developments in the field of renewable energy that have taken place since the Agency's inception. While outlining progress in the implementation of the Work Programme and Budget for 2016-2017, he emphasized the rapid growth of the Agency, and noted that the active engagement and high ambition of IRENA's Members has enabled IRENA to rapidly mature in its programmatic output and to become a recognized and authoritative player in the global energy landscape. The Director-General stressed the findings and topical relevance of some of IRENA's publications, such as the *Renewable Energy Market Analysis: The GCC Region*, and *Unlocking Renewable Energy Investment: the Role of Risk Mitigation and Structured Finance*. He referred to the work undertaken in the context of *REmap: Roadmap for a Renewable Energy Future: 2016 Edition* which underlines the opportunity presented to realise the climate objectives in the next few years, and highlights where immediate action should be taken to scale up renewables using options that exist today. He also made reference to other programmatic activities, such as the Clean Energy Corridor initiatives, the Sustainable Energy Marketplace, the first IRENA Innovation Week and the upcoming International Off-grid Renewable Energy Conference (IOREC). He noted IRENA's involvement in a number of international and regional processes and conferences, such as the G7, the G20, the Sixth Middle East and North Africa Renewable Energy Conference (MENAREC 6), the seventh Clean Energy Ministerial (CEM7), COP22, and the third UN Habitat Conference.

11. The Director-General informed delegations that the Agency had received an unqualified audit opinion for its 2015 audited financial statements. Furthermore, he noted that a total amount of USD 15.1 million in core assessed contributions, over 70% of the 2016 portion of the core budget, has been received, as well as USD 2.45 million and USD 2.85 million from Germany and the United Arab Emirates, respectively, in core non-assessed contributions. He expressed gratitude to Members for their timely payments and for providing additional voluntary contributions. He reported that Japan has provided USD 585,000 in support of the Work Programme and that the UAE has contributed to the Fund for Developing Country Representatives (FDCR). He called on other countries to contribute to the FDCR to ensure representation by all IRENA Members in its governing body meetings. He underlined that, since the submission of the report, the Agency has received an additional USD 1.5 million from the Abu Dhabi Fund for Development (ADFD) to support relevant Agency work and USD 900,000 from Germany in support of the SIDS Lighthouses Initiative. He also informed Members that IRENA is currently being assessed for ODA eligibility with a final decision expected in July 2016.

12. The Chair of the Programme and Strategy Committee (PSC), Mr. Martin Schöpe of Germany, reported on the Committee meeting which took place the day before the meeting of the Council, and referred delegations to the related report for the Committee's recommendations. One delegation proposed to amend the last sentence of the second bullet point of the report from "...and encouraged the Agency to continue to further the case of renewables in the climate debate" to "...and encouraged the Agency to continue to

further the case of renewables as the primary solution to the climate challenge”. There were no objections to amend the text of the report which is contained in document C/11/CRP/1/Add.1.

13. In the discussion that followed, delegations expressed their support for IRENA’s leadership role in the field of renewable energy globally. Several delegations stated their appreciation for IRENA’s engagement in past and upcoming multilateral processes and conferences such as the G7, G20, CEM7, COP21, COP22, the Energy Transition Forum and the Global Green Growth Forum. Delegations welcomed IRENA activities, such as REmap, the Global Atlas for Renewable Energy, the Project Navigator, the IRENA Innovation Week, the GGA, the SIDS Lighthouses Initiative, the IRENA-ADFD Project Facility, Renewables Readiness Assessments (RRAs), REsource, the Sustainable Energy Marketplace, the GREIN, and the study on Offshore Wind Power. A number of delegations encouraged the Agency to continue its work on storage, costing, system integration and market design, and the PV sector.

14. A few delegations noted a change in resource allocation for certain programmatic activities. Noting the limits in core resources, a delegation invited Members to increase their voluntary contributions to the Agency. Another delegation encouraged Members to submit their assessed contributions in time in order to support the Agency in the delivery of its work.

15. A number of delegations invited Members to reflect on the future direction and role of IRENA. One delegation highlighted the importance of the discussions on the next Medium-term Strategy, as well as the work programme and budget for 2018 and 2019. That delegation noted that during these deliberations, the future of the Agency’s funding should be discussed. Another delegation underlined that a balanced representation of the membership should be ensured during such deliberations.

16. Some delegations underlined the importance of synergies with other multilateral organisations and international actors. One delegation welcomed IRENA’s ongoing cooperation with the IEA. Another delegation highlighted the importance of the Agency’s network of Permanent Representatives.

17. Delegations highlighted further areas of priority to advance renewable energy deployment, such as grid integration and repowering cities. A number of delegations noted that IRENA should enhance its support for small scale renewable energy projects to attract investment. A few delegations suggested that the Agency share advice it gives to countries with the membership. Several delegations asked to collect best practice examples and success stories of renewable energy deployment, including on market design, storage, grid integration, and cost reduction potentials.

18. One delegation welcomed the development of a bioenergy module for the Project Navigator to facilitate the local utilisation of bioenergy. One delegation suggested that IRENA further focus on deepening its engagement with policy makers in different regions in order to communicate the benefits of renewable energy development. Another delegation suggested that IRENA focus on technical assistance and capacity building beyond RRAs. One delegation suggested that the SIDS Lighthouse Initiative should be extended to countries with small islands. On the topic of repowering cities, a delegation underlined that the focus should be on renewable energy potential assessments in cities, capacity building, and training for effective biomass implementation. One delegation further enquired about the status of the FDCR.

19. In response, the Director-General expressed appreciation for Members’ support for the Agency’s work and for the guidance provided on the future direction. He gave Members an update on the status of the FDCR, and invited Members to contribute to the fund. He thanked Members for their contribution to various IRENA initiatives and stressed the importance of a strong core budget to support the activities set out in the Work Programme and Budget. The Director-General underlined the importance of the ongoing discussions

around the future direction of the Agency, building on the momentum resulting from the adoption of the Sustainable Development Goals and the Paris Agreement.

20. The Council took note with appreciation of the ‘Progress Report of the Director-General on the implementation of the Work Programme and Budget for 2016-2017’, contained in C/11/2.

Agenda Item 4: Cost Reduction Potential in Solar and Wind Technologies (C/11/DN/1)

21. The Director of the IRENA Innovation and Technology Centre (IITC), Mr. Dolf Gielen, introduced the topic and highlighted the cost-competiveness of renewable energy. He noted that IRENA has established a comprehensive database of costs to support its analysis, with a data collection from 15,000 utility-scale projects and 750,000 small-scale solar photovoltaic (PV) installations. He explained that, in 2015, IRENA released an updated report on power generation costs. Since then, the Agency has been working to expand its analysis to be more forward looking, which has required a new approach. On that note, Mr. Gielen stated that the Agency has used its solid understanding of project costs to analyse learning curves, while complementing this approach with a detailed bottom-up technology-engineering analysis, to arrive at a calculation of robust cost reduction potentials. Mr. Gielen highlighted a key insight derived from this work, which predicts a continued and significant cost reduction in the coming years, ranging from 26% for onshore wind to 59% for the global average generation cost of solar PV. He underlined that this has important implications for energy policy, as it indicates that the power sector transformation will further accelerate.

22. IRENA’s Senior Analyst for Renewable Energy Cost Status and Outlook, Mr. Michael Taylor, presented the details of the analysis contained in the forthcoming IRENA report *The Power to Change: Solar and Wind Cost Reduction Potential to 2025*. In the presentation, Mr. Taylor highlighted that with the right policies in place, the cost of electricity from onshore wind could fall by 26%, from offshore wind by 35%, from concentrating solar power by 37-43% and from solar PV by 59% by 2025.

23. Mr. Taylor explained that costs will continue to fall, but at different rates for different technologies. Individual technologies still experience a wide range of costs within and between countries, giving the opportunity to reduce these premiums towards best practice. In addition, continued technology improvements that will reduce costs and improve performance, increased economies of scale and competition in renewable generation supply chains will also drive down costs. He gave detailed examples of cost reduction potential in solar PV, onshore wind, CSP technologies and offshore wind.

24. In the ensuing discussion, there was wide support for IRENA’s analytical work on costs and delegations acknowledged the relevance and added value of the work.

25. One delegation pointed out five aspects that influence the cost reduction potential, such as resource quality, land costs, cost of capital, political risk and delayed payment by distributing companies. The delegation suggested to analyse investment flows in order to trace the actual cost reduction in a country.

26. Another delegation noted the efforts of its country towards introducing new solutions and its success to reach USD 2.99 cent/kWh with the third phase solar complex auction and USD 5.85 cent/kWh with the second phase solar complex auction. The country also invested into research and other initiatives that promote favourable market conditions and financial tools to reduce cost of renewable energy.

27. A delegation observed that Building Integrated Photovoltaic (BIPV) solutions can make a difference in urban areas, however, current costs would keep them from mass deployment. The delegation noted that access to finance still requires improvements and that the electricity market design needs to adapt to enable low carbon solutions.

28. One delegation suggested that IRENA promote the acceleration of development and deployment of solar PV technology by encouraging policy developments based on studies on centralised and decentralised renewable energy.

29. Another delegation highlighted storage as an important factor to further integrate renewables into energy systems and encouraged Members to share best practice examples regarding energy storage.

30. One delegation underlined that the falling cost of renewables should not be used as an excuse to delay implementation. The delegation suggested that IRENA look into possibilities to increase competition to achieve further price cuts, and offer concrete advice to Members needing assistance in this regard, without building up implementing structures.

31. Summing up, Mr. Gielen noted agreement that the potentials for cost reductions are gradually shifting towards operation and maintenance costs. He highlighted that attractive financing can also result in cost reductions of renewables. He noted that predictable policy frameworks and long-term energy planning are key for business development and can also lower the cost of financing. He recognised the potential of BIPV and the relevance of storage. To conclude, he noted that a number of countries were looking into the development of market instruments to further reduce costs and to enhance the pace of development through competition.

32. The Council took note of the presentations and the discussion.

Agenda item 5: Regions in Focus

33. In his introduction to the topic, the Deputy Director-General of IRENA, Mr. Sakari Oksanen, noted IRENA's programmatic focus on regional actions. He outlined how the Agency uses a number of cooperation instruments to assist regions in making best use of renewable energy technologies and reap the socio-economic benefits that accompany their deployment. He invited Members to provide feedback and guidance on the Agency's work in Latin America and West Africa.

a. Latin America

34. IRENA's Senior Programme Officer for Regions in the Country Support and Partnerships (CSP) division, Mr. Gurbuz Gonul, provided an overview of the Agency's engagement in Latin America. Mr. Gonul noted that IRENA's engagement in Latin America includes both national and regional stakeholders.

35. He noted that, at the national level, IRENA supports countries through two flagship activities: Renewables Readiness Assessments (RRAs) and renewable energy roadmaps to 2030 (REmap 2030). Mr. Gonul explained that REmap provides a technology focused analysis with a longer-term vision for renewables deployment, while the RRAs provide short- to medium-term recommendations targeted at strengthening enabling policy, regulatory and institutional frameworks. He noted that, at the regional level,

IRENA is facilitating the development of the Clean Energy Corridor for Central America (CECCA) which is modeled on the activities jointly undertaken with countries of the Eastern and Southern Africa power pools in the context of the Africa Clean Energy Corridor initiative. Mr. Gonul explained that the priority areas of CECCA are enabling frameworks and capacity building.

36. In terms of tools and services, Mr. Gonul stated that IRENA supports the region with various analytical and facilitation tools, including the Global Atlas for Renewable Energy, the IRENA/ADFD Project Facility, the Sustainable Energy Marketplace, the Project Navigator, and the Global Geothermal Alliance (GGA), as well as publications such as the *Latin America Renewable Energy Market Analysis* and the report on *Research, Development and Demonstration (RD&D) for Renewable Energy Technologies: Cooperation in Latin America and the Caribbean*. Mr. Gonul highlighted that IRENA's engagement in the region relies on developing strong and strategic partnerships with various national and regional stakeholders and development partners.

37. The Secretariat's presentation was followed by an intervention from Uruguay. The delegation welcomed the Agency's growing engagement in the region and noted that the region's population is growing, resulting in a commensurate growth in energy demand and related infrastructure. Uruguay noted several areas where IRENA could support the region, such as low geothermal enthalpy, a transportation-focused edition of REmap, information/experience sharing platforms for Members, and facilitating South-South cooperation. The delegation put a special emphasis on the need for a dedicated programme for Latin America and the Caribbean to promote innovation policies and technology transfer. The delegation suggested that IRENA further deepen its cooperation on matters of energy integration with the Regional Energy Integration Commission (SIER), the Latin American Energy Organization (OLADE) and the United Nations Economic Commission for Latin America and the Caribbean (ECLAC).

38. In the discussion that followed, delegations highlighted the Agency's integrated approach towards the region. One delegation referred to new activities taking place in the region and the potential role of IRENA in further advancing regional interconnection through renewable energy.

39. One delegation noted the need to improve interconnections in the region and welcomed the CECCA initiative as a highly replicable project. In light of Latin America's regional integration challenge, many delegations noted that CECCA could be instrumental for the region to allow greater penetration of renewables, while ensuring system flexibility. On that note, one delegation highlighted the importance of taking into consideration the geographical conditions of the region, as these conditions influence the cost of expanding the grid. The delegation noted that a decentralised system also offers new opportunities.

40. One delegation stressed the need for stronger independence from fossil fuels and highlighted the Global Atlas for Renewable Energy, the Sustainable Energy Marketplace and the Renewables Readiness Assessments (RRAs) as essential tools in helping to achieve such independence. The delegation supported IRENA in becoming one of the leading institutions to fight climate change and asked the Agency to extend its regional work to the private and financial sector.

41. In closing, Mr. Gonul noted that IRENA will continue to inform Members on best practices and strengthen the key role of partnerships with other agencies in the region.

b. West Africa

42. In his presentation, Mr. Gurbuz Gonul provided an overview of the energy landscape in West Africa, which highlighted the vast renewable energy potential of the region, as well as the challenges. He described IRENA's engagement in West Africa and detailed its development. He noted that RRA recommendations have guided the post-RRA activities, including capacity building support and regional engagement. Mr. Gonul presented the West Africa Clean Energy Corridor (WACEC) initiative, which aims to promote the development and cross-border trade of renewable energy-based power. He explained that WACEC will integrate the Agency's various analytical and facilitation tools, such as the Global Atlas for Renewable Energy, the System Planning Test model (SPLAT), the Sustainable Energy Marketplace and the Project Navigator, to support regional and national efforts to accelerate the deployment of renewables. In concluding, Mr. Gonul highlighted the Agency's strategic partnerships with various national and regional stakeholders as well as development partners.

43. The Executive Director of the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) presented the recent renewable energy developments in the ECOWAS region. He noted the aim to ensure that at least 50% of the power supplied in the region comes from renewable energy, and underlined that the energy transition has started in the ECOWAS region, exemplified by the adoption of National Renewable Energy Action Plans by each ECOWAS Member in 2015. He also noted the record number of renewable energy projects registered in the region (in excess of 6 GW), surpassing fossil fuel projects within the same timeframe. He underlined that many of these projects can be traced back to the collaboration between IRENA and the region.

44. As for the WACEC, the Executive Director of ECREEE mentioned the upcoming launch of the technical assistance facility, supported by the European Commission, to conduct a pre-feasibility study for the solar component of the WACEC, focused on the zoning and siting of 2 GW solar parks in the Sahel. He expressed gratitude to IRENA and its Members for the fruitful collaboration since the early days of the Agency.

45. In their ensuing interventions, delegations showed appreciation for the Agency's work in the region and recognised the challenge of energy access. Some delegations drew attention to similar challenges in their countries or regions. Several delegations shared the various efforts they are making in West Africa at the national or regional level, and gave suggestions as to the direction IRENA's interventions should take. One representative noted that continuity should be given to what has already been done and highlighted the issues of securing financing and the lack of technical expertise.

46. A delegation called for increased efforts to empower rural communities, which comprise the majority of the region's population. That point was supported by another delegation, which stressed that the 2030 target of doubling the share of renewable energy is too far in the future, considering the rapid developments in the sector. That delegation noted that improving access to modern energy services in rural areas should be supported by financing efforts.

47. Several delegations also highlighted the extent of their engagement in Africa and recommended that the WACEC initiative builds on lessons learned from the implementation of more advanced corridors, such as the Africa Clean Energy Corridor (ACEC). Furthermore, delegations called for a closer cooperation between IRENA and the active partners in the region, including the Africa-EU Energy Partnership, to scale up the energy system transformation.

48. The Council took note of the presentations and the discussion.

Agenda Item 6: Renewable Energy and Jobs

49. The Director-General of IRENA, Mr. Adnan Amin, opened the session by highlighting the cost-competitiveness of renewable energy and introducing the range of socio-economic benefits that accompany its deployment. He underlined the important role of these benefits, especially job creation, in making the business case for renewables at the highest level of policy making.

50. The Deputy Director of the Knowledge, Policy and Finance Centre (KPFC), Ms. Rabia Ferroukhi, presented the key findings of IRENA's recent report *Renewable Energy and Jobs: Annual Review 2016*. She revealed that renewable energy jobs (excluding large hydropower) increased by 5% to reach 8.1 million in 2015. This was in stark contrast to the depressed growth trends across the broader energy sector. Ms. Ferroukhi highlighted that Brazil, China, India and the United States were the leading employers and noted that employment in different segments of the value chain continued to shift towards Asian countries. She also presented a breakdown by technology, showcasing the dynamic growth in solar PV and wind energy.

51. Ms. Ferroukhi elaborated on the two thematic focusses of the report, namely jobs in off-grid applications and the gender dimension of employment in renewables. The opportunities for job creation in off-grid solar, small hydropower and biogas were explored based on national and project-level employment data. The gender dimension of renewable energy employment was illustrated by the findings from an IRENA-conducted survey, which showed that the sector offers greater opportunities for women compared to the broader energy sector. Finally, Ms Ferroukhi highlighted that realising the full potential for job creation in renewable energy requires an enabling environment, including deployment policies that trigger investments, and broader policies that can support the development of the sector.

52. In the ensuing discussion, there was wide support for IRENA's work on jobs, acknowledging the relevance and added value of this work stream. Several delegations pointed out that job creation is an important consideration for policy makers, and that IRENA's knowledge base on the topic plays a fundamental role in advancing the business case for renewables with this constituency. Those delegations stated that IRENA should continue providing more in-depth analysis on aspects of employment, including education and training, the gender dimension, as well as a better understanding of the employment impacts along the value chain.

53. A number of delegations pointed out that education and training are indispensable in providing an adequately skilled workforce for a growing renewable energy sector. They highlighted that skill shortages are already hindering deployment in many markets, and they are likely to increase as the sector continues its rapid growth. These delegations called upon IRENA to analyse and disseminate best practices in education and training policy and to support skill development through trainings, workshops and publications on topics relevant for renewables deployment. Some delegations shared their experiences in education and training programmes led by the public and private sectors. One delegation pointed out that dedicated training for women in rural areas is key for ensuring sustainable deployment while achieving gender empowerment.

54. Several delegations commended IRENA's analysis on the gender aspect of employment, which showed greater participation of women in renewable energy than in the broader energy sector. They encouraged the Secretariat to continue analysing the gender dimension both in the context of modern renewable energy markets (urban, grid connected) and markets that lack energy access (rural, off-grid).

55. A number of delegations expressed the need for a better understanding of employment impacts along the value chain in order to support policy-making regarding the development of a local renewable energy

industry. Some delegations indicated that the localisation of the different segments of the value chain, in particular in manufacturing, remains a key element of their national vision in order to boost job creation, industry development, as well as cost reduction in the long run. Those delegations requested that IRENA provide a more in-depth analysis of the requirements (labour, skills, equipment, materials etc.) for undertaking the various activities along the segments of the value chain.

56. While Members appreciated IRENA's efforts in compiling and estimating employment data, some highlighted that the numbers are likely to be conservative due to the informal nature of employment in many market segments and, at times, the lack of rigorous data. They encouraged IRENA to continue to improve its estimates and expand its analysis.

57. The Council took note of the presentations and the discussion.

Agenda item 7: REmap 2016 Edition

58. The Director-General of IRENA, Mr. Adnan Z. Amin, introduced the 2016 edition of *REmap: Roadmap for a Renewable Energy Future*. He noted that this new edition broadens the analysis from 26 countries to 40, increasing the amount of global energy use represented in the analysis to 80% worldwide. He explained that the report offers a global roadmap towards achieving a 36% of renewable energy in the global energy mix by 2030, which is a doubling of the share of renewable energy compared to the 2010 global energy mix.

59. Following the introduction, the Director of the IRENA Innovation and Technology Centre (IITC), Mr. Dolf Gielen, presented the key findings of the report:

- 1) Doubling the share of renewables to 36% in 2030 is feasible;
- 2) Immediate action is needed to change the current trajectory;
- 3) All countries have a role to play in realising a doubling, but a doubling in the global renewable energy share does not mean a doubling in each country;
- 4) Together with energy efficiency, renewables can play the biggest role in decarbonizing the energy-system in the next decades;
- 5) End-use sectors of heating/cooling, industry and transport will account for half of the total potential of renewable energy use in 2030, with the other half consisting of renewable power consumption;
- 6) Additional costs related to achieving the doubling objective are compensated by the savings from improved human health and reduced damages from climate change.

60. Mr. Gielen also presented the five areas that require further action from policy makers, including correcting for market distortions to create a level playing field; introducing greater flexibility into energy systems to allow a greater share of variable renewable energy; developing and deploying renewable energy solutions for heating and cooling in new urban development projects and industry; promoting electric transport based on renewable power and biofuels to reduce air pollution; and ensuring the sustainable, affordable and reliable supply of bioenergy feedstocks.

61. Mr. Gielen highlighted that, in addition to the global edition of REmap, multiple country and regional REmap reports are currently being prepared, with several more requests for reports in the pipeline. He thanked those Members that have contributed to the analysis and provided voluntary and in-kind contributions.

62. In their interventions, delegations emphasized their appreciation of the REmap studies and provided positive remarks about the new features of this second edition, such as the expansion of work to new countries and regions, and the larger scope with more in-depth findings. Delegations also highlighted that the momentum of the Paris Agreement should be used to further develop REmap.

63. Several delegations described the challenges they face concerning renewables deployment. One delegation mentioned the challenges related to funding renewable energy projects and enabling infrastructure. The delegation explained that the investments required for transmission and distribution capacity, relative to the shares of variable renewable energy, are high due to the lack of a strong grid systems. Another delegation highlighted the challenges faced by emerging markets where an additional effort has to be made to meet the growing energy demand, while decarbonising the existing systems. One delegation underlined the need to ensure cost-competitiveness, and to create the availability of know-how, technology transfer and capacity building in order to realise higher shares of renewables.

64. Two delegations spoke about the importance of continuing the analysis of end-use sectors and climate change. Some delegations highlighted the importance of exchanging best practices and business case studies through the REmap programme, in particular regarding power sector reform, market mechanisms and technologies. Two delegations noted the importance of further developing and refining the REmap methodology, possibly through cooperation with other organisations. One delegation highlighted the importance of bioenergy. Another delegation inquired about how the REmap analysis is implemented in reality, taking into account the different conditions specific to each country.

65. Several delegations affirmed the importance of the synergies between energy efficiency and renewable energy, and noted that IRENA should continue to incorporate the potential of energy efficiency in its assessments through technology analysis in this area. Other delegations noted that IRENA should maintain a detailed focus on renewables and continue to include the topic of energy efficiency by cooperating with organisation specialised in energy efficiency, and by relying on the assumptions and findings of existing studies without carrying out further IRENA analyses in this field.

66. Two delegations recommended that IRENA expand its assessment of externalities, such as those related to market interventions, including emission taxes, subsidising end-users and technologies, pollution permits and regulations.

67. In his response, the Director-General stressed that REmap is becoming an increasingly influential report, by providing insights into the potential of renewable energy deployment, its costs and benefits, as well as options on how to realise this potential.

68. The Director-General agreed with delegations that REmap should also facilitate a sharing of best practices, benefitting from its network of country experts and use the momentum of the Paris Agreement to further international cooperation. He stressed the need to transform the analytical work into practical action and noted that REmap will continue to assess the role of renewables in end-use sectors and its link with energy efficiency.

69. The Director-General expressed his appreciation to countries for their in-kind and voluntary contributions towards REmap and thanked the country experts whose active participation contributed to the high quality of the reports. He highlighted that country engagement is key in creating ownership of the Agency's work.

70. The Council took note of the presentations and the discussion.

Agenda Item 8: Future Orientations – Emerging Strategic Considerations for IRENA’s Work (C/11/DN/6)

71. The Director-General of IRENA, Mr. Adnan Z. Amin, introduced the topic by drawing attention to the achievements made by the Agency in its first five years and outlined how the current context brings challenges and opportunities for the renewable energy sector.

72. He recalled that the current Medium-term Strategy (MTS) 2013-2017, contained in document A/3/25, was developed in the early stages of the organisation with very different circumstances and context. The Agency, he pointed out, has matured as an institution since then, both in its programmatic output and orientation, and in its global standing and recognition. The Director-General highlighted the adoption of the Sustainable Development Goals (SDGs) and the Paris Agreement, which will have important implications for the Agency, including the need to mainstream action on climate in its work.

73. In this regard, he underlined the need to align the organisation to this new context and equip it to deliver in the next phase. As agreed at the sixth session of the Assembly, the discussion on the future strategy has been integrated into Council meetings to enable a sustained, inclusive and consultative framework of engagement with Members with a view to developing a forward-looking strategy.

74. This participatory process, he pointed out, will enable IRENA to prepare a new strategy for 2018-2022 that effectively prioritizes and maximizes impact. The discussion on the future orientations of the Agency will continue during the twelfth meeting of the Council, scheduled for 1 and 2 November 2016.

75. In the discussion that followed, a number of delegations expressed their appreciation for the work and achievements of the Agency in its first five years. Several delegations concurred that IRENA should play an instrumental role in the climate context, including by continuing to provide support to countries in implementing their Nationally Determined Contributions (NDCs) stemming from the Paris Agreement. Delegations also underlined the Agency’s role in the context of the achievement of SDG 7 on energy, with some delegations suggesting that IRENA tracks progress in achieving SDG 7. A delegation proposed that the work of IRENA be streamlined across all SDGs, not only SDG 7.

76. A number of delegations supported the Agency in striking the right balance between its upstream work with action at the country and regional level, and proposed that this be reflected in the next Medium-term Strategy. Those delegations asked the Agency to support Members in identifying suitable technologies, financing schemes, and business models, among others, to assist them in making the energy transition a reality. Other delegations supported this notion but stressed that the Agency needs at the same time to continue building its knowledge and analytical base.

77. Delegations proposed that IRENA manages and serves as a platform and convener for multi-stakeholder networks comprised of Member State experts, centres of excellence, companies, practitioners and think tanks. These could offer their expertise and knowledge on specific topics to Members upon their request. These peer-to-peer networks could serve as a source of knowledge, experience and advice for all Members, with IRENA as a central platform and repository of renewable energy solutions to collect and disseminate that knowledge and to ensure duplication is avoided. Innovation, and research and development were mentioned as some of the areas for such a peer-to-peer approach.

78. A number of delegations highlighted the need for the new MTS to ensure that developing countries, including Least Developed Countries (LDCs) and Small Island Developing States (SIDS), continue to receive assistance and advice from IRENA in support of their energy transformation. One delegation

emphasised the need to ensure that no country misses the renewable energy revolution while another suggested that IRENA use social media to communicate Members' renewable energy initiatives widely.

79. A number of delegations suggested that IRENA identify potential partners and donor agencies at the global, regional and national level in order to identify potential funding sources, especially in the field of climate finance, and to strengthen cooperation at these levels. Delegations also asked that ongoing cooperation with relevant international processes in the framework of the United Nations, as well as G7 and G20 be continued in order for the Agency to shape the global renewable energy agenda and to continue to partner with regional entities such as the Economic Community of West African States (ECOWAS) and the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE), among others.

80. Some delegations underlined the importance of energy access as one of the strategic priorities of the next MTS. Delegations also stressed the need to continue the work on grid stability and storage to enable the large scale integration of renewables. Several delegations asked that the Agency also consider energy efficiency aspects. Some delegations stressed that IRENA should continue to deepen its focus on renewable energy research and development. Competitiveness of renewable energy, environmental impacts of renewables, as well as practical, application-oriented products such as the report on auctions were mentioned as important areas of focus.

81. Delegations stressed that human and financial resources need to be available for the Agency to undertake its tasks, with some delegations encouraging the membership to match resources with Members' ambition for the next programme of work and Medium-term Strategy.

82. In response to interventions, the Director-General explained that IRENA will strive to retain the excellence of its knowledge framework while developing new strategies to further enable and strengthen action and direct application. He noted that IRENA will continue to position itself to support climate solutions in Member countries. He underlined that the Agency will continue its work on energy access in less developed regions and invited Members to reflect on these discussions. In conclusion, the Director-General called on Members to continue advocating for and promoting the work of the Agency, particularly in the relevant international and regional fora in which they participate.

83. The Council took note of the 'Note of the Director-General on Future Orientations – Emerging Strategic Considerations for IRENA's Work', contained in C/11/DN/6.

Agenda Item 9: Administrative and institutional matters

a. Staff tenure policy (C/11/3; C/11/CRP/2)

84. The Director-General introduced the note on 'IRENA Staff Tenure Policy', contained in document C/11/3. He suggested that, following the feedback received at the AFC, the discussion should continue at the next meeting when the Secretariat would provide additional data and recommendations.

85. The Chair of the Administration and Finance Committee (AFC), Mr. Conrod Hunte of Antigua and Barbuda, reported on the deliberations of the Committee, referred delegations to document C/11/CRP/2 for further details, and noted the general sentiment that this matter required further analysis. He concluded that it was therefore recommended to continue discussions to reach a solution prior to the next Council meeting.

86. One delegation underlined the human element in this discussion and stated the need to provide staff with a level of predictability in terms of employment. That delegation supported the idea of continuing the inter-sessional discussions to further consider this matter and reach consensus.

87. The Council Chair recognized the request of some Members for more time and information in order to best address the matter, while emphasising the importance and urgency of dealing with this topic, considering the upcoming tenure limit of the first cohort of staff. He proposed that the AFC Chair, in consultations with the Director-General, takes the matter forward in order to provide the Council at its next meeting with an analysis on human resource trends, operations and considerations. This would also include concrete recommendations to be reviewed at that meeting and presented to the seventh Assembly session for decision in order to bring this matter to a successful close.

88. The Council considered the matter and expressed its agreement with the proposed way forward.

b. Ethics Advisory Board

89. The Chair of the Ethics Advisory Board, Fiji, presented the report of the Ethics Advisory Board. The Chair of the Ethics Advisory Board informed the Council that during the reporting period, the Board was not called upon to assist in ethics matters, nor did it need to hold any consultations with the Director-General or the Ethics Officer.

90. The Council took note of the report of the Ethics Advisory Board.

c. Staff Provident Fund (C/11/4; C/11/CRP/2)

91. The Chair of the Staff Provident Fund Management Board, Mr. David Iyamah, presented the '2015 Annual Report of the Provident Fund Management Board on Operations of the Staff Provident Fund of IRENA', as contained in document C/11/4.

92. The Chair of the Administration and Finance Committee (AFC) reported that the AFC had considered the report, had no comment thereon and decided to submit it to the Council for its consideration.

93. The Council took note of the '2015 Annual Report of the Provident Fund Management Board on Operations of the Staff Provident Fund of IRENA' contained in C/11/4 and decided to transmit it to the Assembly for consideration at its next session.

d. Audited Financial Statements (C/11/5; C/11/CRP2)

94. The Director-General presented the 'Audited Financial Statements of IRENA for 2015', contained in document C/11/5. He informed the Council that the External Auditor submitted an unqualified positive audit opinion.

95. The Director-General informed the Council that the 4-year term of the current External Auditor, Deloitte and Touche (M.E.), will come to an end following the upcoming 2016 year-end audit. He noted that at the upcoming seventh session of the Assembly, Members will need to appoint the external auditor for the next four-year term, to audit the Financial Statements for the period 2017 to 2020. The Director-

General indicated that, consistent with previous practice, the Secretariat would soon initiate a competitive procurement process, open to both public and private sector auditors. An update on the matter will be provided to the twelfth meeting of the Council.

96. The Chair of the Administration and Finance Committee (AFC) reported on the Committee meeting, referred delegations to document C/11/CRP/2 for a full account of the Committee's deliberations, and reported that the AFC had decided to submit the 'Audited Financial Statements of IRENA for 2015' to the Council for its consideration. On the issue of the appointment of an External Auditor for the next term, the AFC Chair noted that one delegation had expressed its preference for a public sector auditor.

97. The Council took note with appreciation of the 'Audited Financial Statements of IRENA for 2015', contained in C/11/5, and decided to transmit it to the Assembly for consideration at its next session.

98. The Council also took note of the Director-General's intention to initiate a competitive procurement process for the External Auditor to audit Financial Statements for the period 2017 to 2020, consistent with previous practice, and to provide an update on the matter to the Council at its next meeting.

e. Internal audit (C/11/6; C/11/CRP/2)

99. The Director-General presented the 'Report of the Director-General on the Activities of the Internal Audit Office, and Internal Audit Recommendations and Actions Taken', contained in document (C/11/6).

100. The Chair of the Administration and Finance Committee (AFC), reported that the AFC had considered the report, had no further comments and decided to transmit it to the Council for its consideration.

101. The Council took note of the 'Report of the Director-General on the activities of the Internal Audit Office and Internal Audit Recommendations and Actions Taken', contained in document C/11/6.

Additional matter raised during the meeting of the Administration and Finance Committee:

Changes to the conditions of service of staff in organisations of the United Nations common system resulting from the implementation of United Nations General Assembly Resolution 70/244 (C/11/CRP/2)

102. The Director-General noted that the conditions of service of IRENA staff, as set forth in the Staff Regulations and Rules, are established by reference to the UN common system, with some flexibility to account for the Agency's special needs and requirements. He explained that, in December 2015, the United Nations General Assembly approved revised conditions of service and entitlements of staff serving in organisations of the United Nations common system, through its resolution 70/244. The Director-General mentioned the key changes applicable to the Agency, such as the introduction of a unified salary scale; the introduction of a new education grant system based on a global declining scale of reimbursement; and changes in staff allowances, including repatriation grant, non-removal allowance, and assignment grant. He stated that the Secretariat is now reviewing the implications of this resolution on IRENA. The Director-

General clarified that no change is required to the IRENA Staff Regulations, and that amended Staff Rules are expected to be presented to the Council at its twelfth meeting.

103. The Chair of the Administration and Finance Committee (AFC) reported that the AFC had considered the matter, referred delegations to document C/11/CRP/2 for a full account of the Committee's deliberations, and noted that the Secretariat will provide a report on the topic at the twelfth meeting of the Council.

104. The Council took note of the matter.

IRENA Indicative Scale of Assessed Contributions for 2017 (C/11/CRP/2)

105. The Director-General recalled that pursuant to Article XII, paragraph A.1 of the Statute, the budget of the Agency is financed by mandatory contributions of IRENA Members which are based on the scale of assessments of the United Nations, as determined by the Assembly. He noted that the core budget for 2016-2017, amounting to USD 42.934 million for the biennium, is broken down into two annual equal amounts for 2016 and 2017 of USD 21.467 million.

106. He recalled that the IRENA 2016 scale of contribution was based on the UN 2013-2015 scale of contributions, as approved in UN General Assembly Resolution 67/238, as the UN 2016-2018 scale of contributions was not available by the time of the sixth Assembly session in January 2016. On 8 February 2016, the UN published the 2016-2018 scale of contributions as approved by the UN General Assembly in Resolution 70/245 which will be the basis for IRENA's 2017 scale of contribution.

107. The Director-General noted further that this will result in changes for some Members which are, he stressed, mainly the result of the changes in the UN scale of contributions, with limited impact emanating from the increase in membership.

108. The Director-General announced that an early draft of the 2017 indicative scale of contributions has been shared with delegations participating in the Council meeting and noted that, with new Members joining the Agency during 2016, further amendments may be made to the draft scale. He informed delegations that, similar to previous practice, the indicative scale of contributions for 2017 will be submitted to the twelfth meeting of the Council for the Council's consideration and onward transmission to the seventh session of the Assembly for approval.

109. The Chair of the Administration and Finance Committee (AFC) reported that the AFC had considered the matter and referred delegations to document C/11/CRP/2 for a full account of the Committee's deliberations.

110. The Council took note of the matter.

f. Council election

111. The Council Chair introduced the matter by noting that the term of the present IRENA Council would come to an end at the upcoming seventh session of the Assembly, at which time the IRENA membership would decide on the composition of a new Council for 2017-2018.

112. The Council Chair recalled that, in order to prepare for the election of a new Council in January 2017, Egypt as President of the sixth session of the Assembly invited Members to express their interest in Council membership by the deadline of 20 May 2016. The four Vice-Presidents of the sixth session of the Assembly, Bangladesh, Cuba, Mauritius and Sweden, agreed to receive expressions of interest from Members of their respective regional group, to facilitate discussions, and to consult as necessary within their respective group to reach consensus among group members prior to the seventh Assembly session in January 2017.

113. The Council Chair invited each group to give an update on the matter of Council composition.

114. The facilitator of the 'Asia and the Pacific' group, Bangladesh, announced that, by the deadline, ten members of the 'Asia and the Pacific' group had expressed interest in Council membership: Bangladesh, China, India, Japan, Malaysia, the Philippines, the Republic of Korea, Samoa, Saudi Arabia and the United Arab Emirates. Following consultations, including on the side-lines of that Council meeting, the following agreement had been reached between the members of the Asia and the Pacific group which had expressed their interest and were participating in the Council meeting:

- Proposed 2017 Council members: China, India, Japan, Republic of Korea, Samoa, United Arab Emirates.
- Proposed 2018 Council members: China, Japan, Malaysia, Samoa, Saudi Arabia, United Arab Emirates.
- Proposed 2017 alternates: Bangladesh, Malaysia, Philippines.
- Proposed 2018 alternates: Bangladesh, Philippines, Republic of Korea.

Bangladesh noted that the final list of candidates for the group will be transmitted to the President of the sixth session of the Assembly.

115. Bangladesh further noted the regional group's support for Bangladesh's candidacy for the Administration and Finance Committee and for the Philippines and India's candidacy for the Programme and Strategy Committee, expected to be determined at the thirteenth meeting of the Council in 2017.

116. The facilitator of the 'Africa' group, Mauritius, announced that, by the deadline, seven members of the 'Africa' group had expressed interest in Council membership: Burkina Faso, Egypt, Ghana, Kenya, Niger, Sudan and Zimbabwe. Following consultations, including on the side-lines of that Council meeting, the following agreement had been reached between the members of the Africa group which had expressed their interest and were participating in the Council meeting:

- Proposed 2017 Council members: Burkina Faso, Egypt, Ghana, Sudan and Zimbabwe.
- Proposed 2018 Council members: Egypt, Ghana, Kenya, Niger and Zimbabwe.
- Proposed alternates: Kenya for 2017 and Sudan for 2018.

Mauritius noted that the final list of candidates for the group will be transmitted to the President of the sixth session of the Assembly.

117. The facilitator of the 'Europe and Others' group, Sweden, announced that by the deadline, twelve members of the 'Europe and Others' group had expressed interest in Council membership: Belgium, Cyprus, France, Germany, Italy, Norway, the Russian Federation, Spain, Sweden, Turkey, the United Kingdom of Great Britain and Northern Ireland, and the United States of America. Sweden noted that, while the group had made progress regarding the decision on Council composition for 2017-2018, discussions were ongoing and that it would revert back to the President of the sixth session of the Assembly, Egypt, on the matter.

118. On behalf of the 'Latin America and the Caribbean' group, Uruguay announced that, by the deadline, seven Members of the 'Latin America and the Caribbean' group had expressed interest in Council

membership: Argentina, the Bahamas, Colombia, the Dominican Republic, Panama, Saint Vincent and the Grenadines, and Uruguay. Following consultations, including on the side-lines of that Council meeting, the following agreement had been reached between the members of the Latin America and the Caribbean group which had expressed their interest and were participating in the Council meeting:

- Proposed 2017 Council members: Argentina, Bahamas, Colombia.
- Proposed 2018 Council members: Argentina, Colombia, Saint Vincent and the Grenadines.
- Proposed alternates for 2017 and 2018: Dominican Republic, Panama, Uruguay.

Uruguay noted that the final list of candidates for this group will be transmitted to the President of the sixth session of the Assembly.

119. The Presidency of the sixth session of the Assembly, Egypt, expressed its gratitude to the facilitators and to the members of each regional group for their efforts and the progress achieved. Egypt noted its appreciation for Members' strict adherence to the deadline of 20 May for submission of interest for Council membership. It noted that it looked forward to receiving the finalized slates from all regional groups in order to ensure a smooth consideration of this matter at the next Assembly session.

120. The Council took note with appreciation of the progress achieved.

Agenda Item 10: Arrangements for the twelfth meeting of the Council

121. The Council designated the Bahamas as Chair and Ethiopia as Vice-Chair of the twelfth meeting of the Council, and decided to hold that meeting on 1 and 2 November 2016.

Agenda Item 11: Any other business

122. One delegation referred to the upcoming discussion on the Work Programme and Budget for 2018-2019 and underlined the importance of the active participation by Members in a transparent process that would ensure the best results. It proposed that Members receive information pertaining to the 2018-2019 budget in advance of the deadline for the receipt of documents of the thirteenth meeting of the Council in order to allow for sufficient time for internal consultation and preparation. That delegation also suggested that a discussion on that topic be facilitated by the Secretariat ahead of the Council meeting in order to ensure clarity among Members on that matter at the time of the Council.

Agenda Item 12: Closing of the meeting

123. The Director-General, in his closing remarks, expressed gratitude for the constructive, substantive and positive discussions held. He noted that the Agency looks forward to a busy year ahead, with new challenges, including the 22nd session of the Conference of the Parties of the UNFCCC in Marrakesh, the first Conference of the Parties following the adoption of the Paris Agreement. He assured Members that the Agency will continue to provide an inclusive cooperation framework to accelerate the global energy transformation.

124. The Chair of the Council expressed appreciation for the confidence bestowed upon the Bahamas to act as Chair of the eleventh meeting of the Council and for the designation of the Bahamas as Chair of its twelfth meeting. He thanked IRENA Members for their active participation, and expressed gratitude to the Vice-Chair Ethiopia, the Rapporteur Uruguay, the PSC Chair Germany, and the AFC Chair Antigua and Barbuda.

Eleventh meeting of the Council of IRENA
24 – 25 May 2016, Abu Dhabi, United Arab Emirates

24 May 2016

Agenda of the eleventh 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
 - c. Draft report of the tenth meeting of the Council
3. Report of the Director-General: Implementation of the 2016-2017 Work Programme and Budget
4. Cost Reduction Potential in Solar and Wind Technologies
5. Regions in Focus
 - a. Latin America
 - b. West Africa
6. Renewable Energy and Jobs
7. REmap 2016 Edition
8. Future Orientations – Emerging Strategic Considerations for IRENA’s Work
9. Administrative and institutional matters
 - a. Staff tenure policy
 - b. Ethics Advisory Board
 - c. Staff Provident Fund
 - d. Audited Financial Statements
 - e. Internal audit
 - f. Council election
10. Arrangements for the twelfth meeting of the Council
11. Any other business
12. Closing of the meeting

Eleventh meeting of the Council of IRENA

24 – 25 May 2016, Abu Dhabi, United Arab Emirates

30 October 2016

List of participants

Council members (20)

	Country	Name	Position/Title	Institution
1	Albania	Ermal Dredha	Ambassador	Diplomatic Mission to UAE
2	Algeria	Salah Attia	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE
3		Menadi Rachedi	Director	Ministry of Energy
4	Bahamas	Kenred Dorsett	Minister	Ministry of the Environment and Housing
5		Gilles Deal	Energy Officer	Ministry of the Environment and Housing
6	Belgium	Dominique Mineur	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE
7		Carol Pisula	Policy Officer	Ministry of Energy of the Walloon Government
8		Francois Cornille	Policy Advisor	Ministry of Environment and Energy of the Brussels-Capital Region
9		Jan Hensmans	Senior Advisor	Federal Ministry of Economy
10		Jean-Pierre Ernotte	Policy Officer	Federal Ministry of Foreign Affairs
11	Cameroon	Iya Tidjani	Ambassador	Diplomatic Mission to Saudi Arabia
12		Adama Saidou	Director of Sustainable Development	Ministry of Environment, Protection of Nature and Sustainable Development
13	China	Tao Kong	Officer	National Energy Administration, New and Renewable Energy Department

	Country	Name	Position/Title	Institution
14		Jian Liu	Assistant Researcher Fellow	Energy Research Institute, National Development and Reform Commission
15		Zhongying Wang	Deputy Director General	Energy Research Institute, National Development and Reform Commission
16	Cyprus	Vasilis Polemitis	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE
17		George Partasides	Industrial Extension Officer	Ministry of Energy, Commerce, Industry and Tourism
18		Georgia Apeyitou	First Secretary	Diplomatic Mission to UAE
19	Ethiopia	Abdulkadir Rezku	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE
20		Girma Rissa	Second Secretary	Diplomatic Mission to UAE
21	Fiji	Solomone Momoivalu	First Secretary	Diplomatic Mission to UAE
22		Kamlesh Shashi Prakash	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE
23		Paula Katirewa	Director	Ministry of Infrastructure and Transport
24		Sarika Lata	Second Secretary	Diplomatic Mission to UAE
25	Gambia	Momodou Omar Nije	Permanent Secretary	Ministry of Foreign Affairs
	India	Upendra Tripathy	Secretary to the Government of India	Ministry of New and Renewable Energy
26		Dilipkumar Khare	Director	Ministry of New and Renewable Energy
27		Jagjit Singh	Second Secretary	Diplomatic Mission to UAE
28		Neeta Bhushan	Deputy Chief of Mission	Diplomatic Mission to UAE
29		Renu Khurana	Attaché	Diplomatic Mission to UAE

	Country	Name	Position/Title	Institution
30		Thettalil Parameswaran Pillai Seetharam	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE
31		Vinod Gautam	Attaché	Diplomatic Mission to UAE
32	Israel	Ron Adam	Special Envoy on Energy	Ministry of Foreign Affairs
33		Rami Hatan	Permanent Representative to IRENA	Ministry of Foreign Affairs
34		Sivan Detooker	Chief of Staff	Ministry of Energy and Water Resources
35		Yuval Zohar	Head of Renewable Energies	Power Utility Authority
36	Japan	Kanji Fujiki	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE
37		Keiichi Sugita	Deputy Director	Ministry of Agriculture, Forestry and Fisheries
38		Kotaro Suzuki	Minister	Diplomatic Mission to UAE
39		Mamoru Minami	Counsellor	Diplomatic Mission to UAE
40		Masayuki Dewaki	Senior Assistant Director	Ministry of Economy, Trade and Industry
41		Osamu Ito	Deputy Director	Ministry of Foreign Affairs
42		Takuya Maeba	Second Secretary	Diplomatic Mission to UAE
43		Tomoyoshi Hisamori	Deputy Director	Ministry of Economy, Trade and Industry
44		Tsuyoshi Tanaka	Second Secretary	Diplomatic Mission to UAE
45		Wataru Nogaki	First Secretary	Diplomatic Mission to UAE
46		Yaushi Ninomiya	Senior Researcher	Institute of Energy Economics
47	Poland	Sebastian Stepnicki	Permanent Representative to IRENA and Counsellor	Diplomatic Mission to UAE
48	Republic of Korea	Choi Jong-uk	Director	Ministry of Foreign Affairs

	Country	Name	Position/Title	Institution
49		Bae Sung-ho	Researcher	Ministry of Foreign Affairs
50		Baek Sook-ja	Deputy Director	Ministry of Foreign Affairs
51		Yu Sang-keun	Assistant Manager	Korea Energy Agency
52	United Arab Emirates	Thani Al-Zeyoudi	Minister of Climate Change and Environment and Permanent Representative to IRENA	Ministry of Climate Change and Environment
53		Ali Ozair Al Shafar	Head of Energy Section	Ministry of Foreign Affairs
54		Hanadi Al Nasa	Administrative Assistant	Ministry of Foreign Affairs
55		Mohammed Al-Kobaisi	Energy Affairs Manager	Ministry of Foreign Affairs
56		Majd Jayyousi	Energy Analyst	Ministry of Foreign Affairs
57	United Kingdom	Isabelle Marsh	First Secretary	Diplomatic Mission to UAE
58		Abdulazeez Manea	Intern	Diplomatic Mission to UAE
59		Lia Santis de Emes	Chancery Officer	Diplomatic Mission to UAE
60	United States of America	Griffin Thompson	Director	Office of Electricity and Energy Efficiency, Bureau of Energy Resources, Department of State
61		Alessandro Nardi	Senior Environmental Affairs Officer	Bureau of International Organization Affairs, Office of Specialized and Technical Agencies, Department of State
62		Andrew Graves	Policy Advisor	Office of Energy Efficiency and Renewable Energy International Program, Department of Energy
63		Arvin Bhatt	Economic Officer	Diplomatic Mission to UAE
64		Hayden Brown	Energy Officer	Bureau of Energy Resources, Office of Electricity and Energy Efficiency, Department of State
65	Uruguay	Nelson Chaben	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE

	Country	Name	Position/Title	Institution
66		Baraha El Dbeissy	Chancellery Officer	Diplomatic Mission to UAE
67		Olga Otegui	National Director of Energy	Ministry of Industry, Energy and Mining
68	Zambia	Lloyd Chinjenge	Acting Assistant Director	Ministry of Energy and Water

Council Alternates (5)

	Country	Name	Position/Title	Institution
1	France	Michel Miraillet	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE
2		Martine Kubler Mamlouk	Deputy Permanent Representative to IRENA	Diplomatic Mission to UAE
3		Catherine Mantel	Expert	Engie Company
4		Clemence Barret	Deputy Counsellor	Diplomatic Mission to UAE
5		Cyril Vial	Chargé de mission	Ministry of Ecology, Sustainable Development and Energy
6		Philippe Geiger	Deputy Director	Ministry of Ecology, Sustainable Development and Energy
7		Stephane Louhaur	Head of Energy Unit	Ministry of Foreign Affairs
8	Germany	Eckhard Lübchemeier	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE
9		Andreas Krallmann	Senior Government Official	Ministry for Economic Affairs and Energy
10		Martin Schöpe	Head of Division for International Affairs of Energy and Environment, Renewable Energy, Bilateral Cooperation with Industrial Countries	Ministry for Economic Affairs and Energy
11		Philipp Wittrock	Energy Advisor	German International Cooperation (GIZ)
12		Sebastian Brökelmann	First Secretary, Energy Affairs	Diplomatic Mission to UAE
13	Kiribati	Kourabi Nenem	Vice President and Minister	Ministry of Public Works and Utilities

14		Benjamin Tokataake	Secretary	Ministry of Public Works and Utilities
15		Bereiteiti Kakiabwe	Official	Kiribati Government
16		Mawaati Oten	Energy Planner	Ministry of Public Works and Utilities
17		Joyce Virginia Nenem	Official	Kiribati Government
18		Peregrine Tonking	Chief Executive Officer	Public Utilities Board
19	Turkey	Mustafa Levent Bilgen	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE
20		Ahmed Demirtaş	Second Secretary	Diplomatic Mission to UAE
21		Merve Kayserili	Expert	Ministry of Energy and Natural Resources
22	Zimbabwe	Barnabas Mangwende	Acting Director for Energy	Ministry of Energy and Power
23		Stephen Dihwa	Principal Director	Ministry of Energy and Power

Members of IRENA

1. Angola
2. Antigua and Barbuda
3. Argentina
4. Australia
5. Azerbaijan
6. Bangladesh
7. Belarus
8. Colombia
9. Czechia
10. Denmark
11. Djibouti
12. Dominican Republic
13. Egypt
14. European Union
15. Finland
16. Ghana
17. Greece
18. Indonesia
19. Iran (Islamic Republic of)
20. Iraq
21. Ireland
22. Italy
23. Kenya
24. Kingdom of the Netherlands
25. Kuwait
26. Luxembourg
27. Malaysia
28. Mauritius
29. Mexico
30. Montenegro
31. Morocco
32. New Zealand
33. Norway
34. Oman
35. Pakistan
36. Panama
37. Peru
38. Philippines
39. Portugal

40. Qatar
41. Romania
42. Russian Federation
43. Saint Kitts and Nevis
44. Senegal
45. Serbia
46. Seychelles
47. Sierra Leone
48. South Africa
49. Spain
50. Sri Lanka
51. Sudan
52. Sweden
53. Tajikistan
54. Thailand
55. Tunisia
56. Uganda
57. Yemen

Observers

Signatories / States-in-Accession

1. Afghanistan
2. Austria
3. Honduras
4. Lebanon
5. Liberia
6. Libya
7. United Republic of Tanzania
8. Uzbekistan

UN Member States: Non Signatories / Non States-in-Accession

1. Brazil
2. Ukraine

Eleventh meeting of the Council of IRENA

24 – 25 May 2016, Abu Dhabi, United Arab Emirates

24 May 2016

Context: Pursuant to decision C/3/DC/3, the Programme and Strategy Committee (PSC) met to review and inform the Council on the Progress Report of the Director-General on the implementation of the Work Programme and Budget for 2016-2017 (C/11/2).

Outcome: A set of views and comments captured by the Chair in his summary below to be presented to the Council at its meeting on 24 May 2016.

Chair's Summary of the Outcome of the Programme and Strategy Committee Meeting

Progress report of the Director-General on the implementation of the Work Programme and Budget for 2016-2017

The Secretariat briefed participants of IRENA's implementation of the Work Programme for 2016-2017. The following views and comments were made by participants:

- The PSC congratulated IRENA on its 5th anniversary and commended the Agency's expanding substantive output and global reach. It emphasised that the active and continuous engagement of its Members will ensure its success in the long term.
- The PSC stressed the significance of the Paris Agreement to limit global warming to well below 2°C for the energy sector, which is a significant driver for the rapidly evolving renewable energy sector. The PSC therefore emphasised IRENA's lead role in decarbonisation and encouraged the Agency to continue to further the case of renewables as the primary solution to the climate challenge.
- The PSC noted the importance of aligning the SDG and INDC strategies to meet the development and climate objectives, with energy transformation as the central part of the effort.
- The PSC highlighted the key role IRENA needs to play in the global energy transition, which needs to underpin the upcoming discussion on the next medium term strategy.
- The PSC acknowledged with appreciation the work to date on the implementation of the Work Programme and Budget for 2016-2017. Among others, the PSC welcomed IRENA's work on REmap, SIDS Lighthouses Initiative, Sustainable Energy Marketplace, jobs, innovation, and renewable energy financing.
- Members stressed the importance of increased visibility of the impact of IRENA's work, especially through its targeted policy advice for countries, or successful matchmaking activities through the Marketplace.
- The PSC welcomed the Agency's contribution to different fora, such as G7 and G20, and encouraged strong engagement with global and regional development banks and, importantly, with the Green Climate Fund.

- The PSC expressed interest in seeing a stronger focus in the Agency’s work regarding innovative schemes and business models for small-scale renewable energy and decentralised technology and regulatory solutions, as well as innovative technology solutions including storage.
- The PSC appreciated the Agency’s focus on gender in its upcoming report “Renewable Energy and Jobs – Annual Review 2016”.
- The PSC encouraged Members to increase voluntary contributions both in the programmatic cycle and long-term, and encouraged active participation in IRENA’s programmatic activities.

Eleventh meeting of the Council of IRENA

24 – 25 May 2016, Abu Dhabi, United Arab Emirates

25 May 2016

Context: Pursuant to decision C/3/DC/3, the Administration and Finance Committee (hereafter “AFC” or “Committee”) met on 23 May 2016 to review and inform the Council on matters related to the IRENA Staff Provident Fund, the audited financial statements, internal audit, and the staff tenure policy.

Chair’s Summary of the Outcome of the Administration and Finance Committee Meeting

1. The Chair presented the agenda, which was adopted without additions or modifications.

Staff Provident Fund

2. The Chair of the Provident Fund Management Board presented the ‘2015 Annual Report of the Provident Fund Management Board on Operations of the Staff Provident Fund of IRENA’ (C/11/4), including the audited financial statements of the Staff Provident Fund for 2015.

3. The AFC took note of the Report.

Audited Financial Statements

4. The Director-General presented the ‘Audited Financial Statements of IRENA for 2015’ (C/11/5) noting the unqualified audit opinion received from the External Auditor, Deloitte and Touche (M.E).

5. The Director-General informed that the Management Letter of the External Auditor follows up on two areas outstanding from previous year’s audit: the finalisation of the Headquarters occupancy agreement, which the Secretariat continues discussing with the Government of the United Arab Emirates; and the review and identification of guidance and process flows that will need to be updated following the implementation of the Enterprise Resource Planning (ERP) system. The status of implementation of these audit recommendations will be presented to the Council for its consideration at its twelfth meeting.

6. The Director-General informed the Committee that the 4-year term of the current External Auditor, Deloitte and Touche (M.E.), will come to an end following the upcoming 2016 year-end audit, and that the Assembly will need to appoint a new External Auditor at its seventh session for the period 2017 to 2020, in accordance with Article XII.C of the Statute. The Director-General indicated that, consistent with past practice, the Secretariat would soon initiate a competitive procurement process, open to both public and private sector auditors. The outcome of the process will be presented to the Council at its twelfth meeting.

7. One Member expressed its preference for a public sector auditor.

8. The AFC took note of the Audited Financial Statements.

Internal Audit

9. The Director-General presented the ‘Report of the Director-General on the Activities of the Internal Audit Office, and Internal Audit Recommendations and Actions Taken’ (C/11/6).

10. The AFC took note of the Report.

Staff Tenure Policy

11. The Director-General presented the ‘Note of the Director-General on the IRENA Staff Tenure Policy’ (C/11/3). He highlighted the challenges posed by the seven-year maximum term of service established in Staff Regulation 5.4, as the seventh year of the Agency is approaching and the first cohort of staff is reaching this limit. The Director-General outlined the two options presented in the Note. One option could be the lifting of the seven-year limit of service for IRENA staff, while retaining the time-bound nature of staff appointments, which would remain subject to a rigorous performance assessment and a regular assessment of the Agency’s skill set requirements. The second option proposes a waiver of the seven-year cycle as a one-time measure for all staff appointed in the first seven years of the existence of the Agency, to allow sufficient time to monitor trends and requirements of the Agency to determine whether the existing policy is in the best interest of the Agency. An analysis of the trends would be presented to the Assembly for its consideration at the 11th session in January 2021.

12. Following a Member’s inquiry, it was clarified that this matter was raised in the AFC and Council at their two previous meetings, and the present Note is submitted in response to the Council request. While highlighting the pressing nature of the matter, the Director-General noted that the Council may take a recommendation on this matter at this or its following meeting, for onward transmission and decision by the Assembly at its seventh session.

13. In response to Members’ requests for additional information on the duration of the recruitment process, the Director-General outlined the factors that impact staff recruitment, such as: the nature of required functions; perception of the region that have led to misunderstandings of its realities on one side as well as lack of familiarity with the actual situation in the Host Country on the other side; and competition with the growing renewable energy career opportunities for qualified personnel including in the organisations that do not have a staff tenure policy.

14. Several Members acknowledged that staff tenure is a critical issue, and that retaining qualified staff is critical to maintaining IRENA excellence.

15. One Member expressed support for the second option, emphasizing that this would address the immediate issue, while providing adequate time for the Agency to review and make an informed decision in due course. Another Member indicated possible support for an option that would allow some flexibility in the application of the staff tenure policy. One Member indicated that the second option would result in the same challenge at the later stage.

16. The Director-General clarified that fixed-term contracts are time-bound and renewable subject to satisfactory performance and the programmatic requirements. The time-bound nature of these contracts offers the flexibility to adjust to changing needs and priorities. The Director-General stressed the immediate risk stemming from the fact that since the first cohort of staff will reach seven years of service in 2018-2019, the Agency cannot predict when in the coming period staff would start separating from the Agency, leaving no leverage to manage the succession. While recognising that the provision in Staff Regulation 5.4

allows to grant up to a two-year extension beyond the seven-year limit, the Director-General underlined that this provision should only be applied on an exceptional basis as envisaged by Staff Regulations

17. In response to references to the staff tenure policies of other international organisations, the Director-General noted that, unlike IRENA's staffing component of 90 core posts, these organisations have a much larger staffing component, ranging from 200 to 2,500. He noted that these organisations have long-term and open-ended contracts that coexist with fixed-term contracts, which gives them flexibility to retain key staff.

18. Responding to a Member's inquiry on the budgetary impact of the proposed options, the Director-General informed the Committee that none of the options presented would increase staffing costs set forth in the budget approved by the Assembly.

19. The AFC took note of the Note of the Director-General, and decided to refer the matter to the Council for further consideration.

Any other business

Changes to the conditions of service of staff in organisations of the United Nations common system (implementation of the United Nations General Assembly Resolution 70/244)

20. The Director-General informed the Committee of revised conditions of service and entitlements for staff serving in organisations of the United Nations common system adopted by the United Nations General Assembly in resolution 70/244. The Director-General recalled that the conditions of service of IRENA staff are established by reference to the UN common system, with some flexibility to account for the Agency's special needs and requirements, and that the Secretariat is now reviewing the implications of this resolution on IRENA. The Director-General further noted that no change is required to the IRENA Staff Regulations, and that amended Staff Rules are planned to be presented to the Council at its twelfth meeting.

21. One Member requested the provision of written information on this matter. The Secretariat will provide an explanatory Note to the Council at its twelfth meeting. Amongst the key changes applicable to the Agency, there are: the introduction of a unified salary scale; and the introduction of a new education grant system based on a global declining scale of reimbursement. Staff allowances such as repatriation grant, non-removal allowance, assignment grant and hardship allowance are also affected.

IRENA Indicative Scale of Assessed Contributions for 2017

22. The Director-General informed the Committee on the amendments of the Agency's Indicative Scale of Assessed Contributions for 2017, resulting from the new UN scale of assessment issued on 8 February 2016. He recalled that, pursuant to Article XII.A.1 of the Statute, IRENA Members' mandatory contributions are based on the scale of assessments of the United Nations as determined by the IRENA Assembly. At its sixth session in January 2016, the Assembly approved IRENA 2016 indicative scale of assessed contributions, then established based on the United Nations scale of contributions for 2013-2015 which was in force at the time of the sixth session.

23. The Director-General outlined that the Agency's 2017 indicative scale of assessed contributions is based on the UN scale of contribution for 2016-2018, and that this may result in increases in assessed contributions for some Members and decreases for others, when compared to assessed contributions for

2016. The net of these changes would not impact the Agency's annual core assessed budget for 2017, set at USD 21.467 million, as approved by the Assembly at its sixth session (A/6/DC/1).

24. Following a comment by one Member, the Director-General recalled that the scale was adopted by the UN General Assembly and that Members States had been informed of any changes in their UN scale of assessment.

25. The AFC noted that the indicative scale of assessed contributions for 2017 will be submitted to the twelfth meeting of the Council for its consideration and onward transmission to the seventh session of the Assembly for approval.