

**INTERNATIONAL RENEWABLE ENERGY AGENCY**

Second meeting of the Council

Abu Dhabi, 13 - 14 November 2011

**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.