

Twelfth meeting of the Council of IRENA  
1 – 2 November 2016, Abu Dhabi, United Arab Emirates

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

	<b>Document Title</b>	<b>Document Number</b>	<b>Page</b>
	<b>Report of the twelfth meeting of the Council of IRENA</b>	C/12/SR/L.1	<b>2</b>
Annex 1	<b>Agenda</b>	C/12/1	<b>19</b>
Annex 2	<b>List of participants</b>	C/12/PRC/1	<b>20</b>
Annex 3	<b>Chair's Summary of the Outcome of the Programme and Strategy Committee meeting</b>	C/12/CRP/1	<b>27</b>
Annex 4	<b>Chair's Summary of the Outcome of the Administration and Finance Committee meeting</b>	C/12/CRP/2	<b>29</b>

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

1. The twelfth meeting of the Council of the International Renewable Energy Agency (IRENA) was held in Abu Dhabi, United Arab Emirates, on 1 and 2 November 2016. The meeting was attended by the following Council members: Albania, Algeria, Belgium, China, Cyprus, Ethiopia, Fiji, 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 four alternates: France, Germany, Turkey and Zimbabwe. Also in attendance were 76 other IRENA Members and other countries.

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

2. The Vice-Chair of the eleventh meeting of the Council of IRENA, Ethiopia, opened the meeting, noting that the Chair Designate, Bahamas, could unfortunately not be present at this meeting due to circumstances beyond his control resulting from the recent hurricane that hit the Bahamas.

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

#### **a. Election of officials**

3. **The Council elected by acclamation Ethiopia, represented by H.E. Abdulkadir Risku Salih, Ambassador of Ethiopia to the United Arab Emirates and Permanent Representative to IRENA, as Chair; and the United States of America, represented by Mr. Griffin Thompson, Director at the Department of State, as Vice-Chair of the twelfth meeting of the Council.**

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

#### **b. Adoption of the agenda (C/12/1)**

5. The Chair introduced the 'Provisional Agenda' (C/12/L.1).

6. **The Council considered and adopted the Agenda for its twelfth meeting (C/12/L.1).**

#### **c. Report of the eleventh meeting of the Council (C/11/SR/1)**

7. The Chair noted that, due to extenuating circumstances, the draft report of the eleventh meeting of the Council, contained in document C/11/SR/1, could not be circulated in time to allow review and consideration by Council members at this Council meeting. He therefore invited Council members to consider the report until 10 December 2017 and noted that the report will be considered to be approved as circulated if no comments are received from Council members within that deadline. In case of any proposed changes to the text, the Secretariat would re-circulate the draft to Members highlighting the

changes being proposed, and the Member proposing the changes. Members would have 10 days to consider the revised report before it is considered approved.

8. The Chair further noted that the Council may not have the same composition at its next meeting. He therefore proposed a modified approval process for the report of the twelfth meeting of the Council by which the Secretariat, upon approval by the Rapporteur and the Chair, makes the draft report of the twelfth Council meeting available to all Members of the Agency. Following the transmission, members of the Council would have 60 days to review the draft report. If no comments are received from Council members within the given deadline, the report will be considered to be approved as circulated.

**9. The Council endorsed the approval processes for the reports of the eleventh and of the twelfth meeting of the Council as outlined by the Council Chair and agreed to proceed accordingly.**

**Agenda Item 3: Annual Report of the Director-General on the Implementation of the Work Programme and Budget for 2016-2017 (C/12/2; C/12/CRP/1)**

10. The Director-General of IRENA, Mr. Adnan Z. Amin, welcomed delegations to the twelfth meeting of the Council. He thanked H.E. Kenred Dorsett, Minister of Environment and Housing of the Bahamas, for his stewardship during the last Council meeting. He congratulated H.E. Abdulkadir Risku Salih of Ethiopia, Ambassador to the United Arab Emirates and Permanent Representative to IRENA, on his election as new Council Chair, and Mr. Griffin Thompson of the United States of America, Director in the Department of State, on his election as Vice Chair. He noted the high level of interest by IRENA Members to attend the Council meetings, with almost 100 delegations in attendance.

11. The Director-General noted that, since the establishment of the Agency, the global deployment of renewable energy and the transformation of the global energy system has exceeded expectations, with renewable energy now being considered one of the most economically and technically preferred options in countries' work towards the achievement of their development and climate goals. He highlighted the Agency's active engagement to showcase the operational benefits of renewable energy in multilateral processes such as UNFCCC and UN Habitat III, as well as its role in the context of the G20 and the Corporate Sourcing campaign of the Clean Energy Ministerial. The Director-General noted the successful launch of the Sustainable Energy Marketplace, complementing the Agency's other project development support services and tools, such as the Project Navigator and the IRENA/ADFD Project Facility. He noted that these will assist Members in addressing needs in project initiation and development, as also identified in the report *Towards the Role of Risk Mitigation and Structured Finance*. The Director-General highlighted the Agency's increased focus on energy access and off-grid solutions against the backdrop of the outcomes of the 3<sup>rd</sup> International Off-Grid Renewable Energy Conference (IOREC) in Nairobi, Kenya, and the release of several related publications. In addition to underscoring the topical relevance of the Agency's work on cities, renewable energy cost reduction potential and innovation, he announced continued close collaboration with Members in the context of REmap 2030 analyses, Renewables Readiness Assessments, Clean Energy Corridors, and regional power grids, among others.

12. The Director-General thanked Members for the timely transmission of their contributions to the core budget, which amounted to approximately 90% of all assessed contributions for 2016 by the time of submission to Council of the Annual Report. In addition, he noted, USD 4.9 million were received from Germany, and USD 2.85 million from the United Arab Emirates in core non-assessed contributions. He highlighted the voluntary contributions received to date in support of the implementation of the current work programme, which amounted to USD 4.2 million from Germany, Japan, and the United Arab Emirates and noted additional pledges made by the European Union, France, Germany and the Kingdom of the Netherlands since the submission of the report. He remarked that the

Agency had also benefitted from voluntary contributions pledged in previous years, including from Belgium, Germany, Japan, Norway, Sweden, Switzerland and the United Arab Emirates. The Director-General also informed Members that IRENA had recently qualified as an ODA-eligible international organisation.

13. 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, document C/12/CRP/1.

14. In the discussion that followed, delegations commended the Agency for the progress achieved in implementing the Work Programme and Budget for 2016-2017. In this context, delegations expressed appreciation for the Agency's engagement towards identifying synergies and leveraging partnerships with multilateral institutions, processes and conferences such as the IEA, CEM, G7, G20, UNFCCC, the International Energy Transition Forum, the Green Growth Week and the Green Growth Forum. Delegations also welcomed a number of IRENA activities and initiatives, such as REmap, the SIDS Lighthouses Initiative, Renewables Readiness Assessments (RRAs), the Global Atlas for Renewable Energy, the Global Geothermal Alliance (GGA), REsource, work of relevance to the private sector, as well as work on access to energy, bioenergy, costs and investment, energy system integration, food security, and socio-economic benefits. A number of delegations encouraged IRENA to continue its work on energy access, bioenergy and food security, cities, support to countries' NDC implementation, investments, grid stability and storage.

15. Several delegations shared their national experiences, achievements, and challenges in the deployment of renewable energy. A number of delegations underlined the Agency's concrete and effective support to their efforts and encouraged it to continue providing its targeted support to Members.

16. A number of delegations requested that the Agency plays an active role in supporting Members in their efforts towards the implementation of the Paris Agreement and to strengthen the focus on climate change in its work, especially in support of the NDCs. One delegation encouraged the Agency to intensify cooperation with the Global Green Growth Institute (GGGI) and the Green Climate Fund (GCF) while another delegation invited IRENA to explore synergies with the Africa Renewable Energy Initiative (AREI) and called upon donor countries to support these efforts. Another delegation highlighted the Agency's involvement in the Clean Energy Ministerial (CEM) and the development of the corporate sourcing index. That delegation invited Members to participate in the survey on corporate sourcing that is being conducted by IRENA.

17. Some delegations called upon the Agency to continue undertaking monitoring and evaluation as well as impact-oriented reporting of its programmatic activities. One delegation inquired about the impact of the Project Navigator and the Sustainable Energy Marketplace (SEM) to date. Another delegation noted the imperative of prioritisation and clear focus, with the view to the most effective and impactful use of IRENA's limited resources. That delegation stated that current partnerships with key regional organisations provide a good example of the impact and cost-effectiveness of IRENA's work.

18. Some delegations highlighted that the Agency has been successful in focussing on programmatic and substantive issues, highlighting that while administrative matters remain of importance, they should not be the main focus of Member discussions. These delegations emphasised the continuous need for managerial flexibility and sufficient resources for the Agency to carry out its growing mandate. One delegation invited Members to provide additional voluntary contributions in areas of their interest and stressed that IRENA needs to have sufficient capacities to manage these.

19. In response, the Director-General reiterated his appreciation for Members' support to the Agency's work. He affirmed that the implementation of the Work Programme and Budget for 2016-2017 was on

track and that the Agency would continue to work towards delivering on its objectives during the second half of the biennium. He acknowledged the importance of regular performance and impact evaluation of the Agency's activities and suggested to come back to this as part of the discussions on the Medium-term Strategy 2018-2022. He noted that a comprehensive impact assessment of the Project Navigator and the Sustainable Energy Marketplace during this biennium would come too early as both platforms have only recently been established but that the objective of these two initiatives, to create a pipeline of bankable projects, could generate significant impetus in the context of developing countries' energy transitions and that initial results were encouraging. He emphasised that the scale and speed of the global energy transition would only be sufficient if private sector investments were leveraged effectively. The Director-General stated that IRENA should continue to focus on renewable energy as a business case, as well as a key element of the global strategy to mitigate climate change.

**20. The Council took note with appreciation of the 'Annual Report of the Director-General on the implementation of the Work Programme and Budget for 2016-2017', contained in document C/12/2, and decided to transmit it to the Assembly, with any necessary updates, for its consideration.**

#### **Agenda Item 4: Region in Focus: Asia (C/12/DN/1)**

21. In his introduction, the Director-General highlighted the extraordinary economic growth Asia has witnessed in past decades noting expectations for the continuation of this growth. He stressed that the region accounts for nearly one third of the global energy demand and that fossil fuels dominate its energy supply mix, accounting for 85 % of its total primary energy supply. He stressed that the energy choices Asia makes today to meet its growing energy demand will be key to global efforts in tackling climate change and scaling-up renewables deployment.

22. The Director-General noted that IRENA's REmap analysis for the ASEAN region has shown that it is possible and affordable to achieve a 23 % target of renewable energy in the total primary energy supply by 2025. He observed that although Asia was having a renewable energy capacity of 843 GW in 2015, around 40 % of the world's total, sub-regions like South and Southeast Asia face energy access challenges. These sub-regions, he underlined, are also vulnerable to the effects of climate change. In this regard, he underlined IRENA's readiness to support Asian countries in their efforts to achieve a sustainable energy future.

23. IRENA's Senior Programme Officer for Regions, Mr. Gurbuz Gonul, stressed the region's potential for renewable energy and reflected on IRENA's active engagement in the region, in partnership with national and regional stakeholders, to assist Members in exploiting their vast potential. Mr. Gonul reflected on the costs of renewable energy and the differences in costs between China, India and the rest of Asia. He explained that the average capital costs for onshore wind in China have been the lowest in the world in 2014 and 2015, standing at around USD 1 270/kW. Mr. Gonul gave several examples of the Agency's engagement in the region, including in various high-level fora. He noted that, at the national level, IRENA has completed multiple Renewables Readiness Assessments (RRAs) and REmap studies, with more underway and that IRENA is also engaged in post-RRA activities. Mr. Gonul also highlighted two regional projects, the *Greening the ASEAN Power Grid Initiative* and the *Renewable Energy Outlook for ASEAN – A REmap 2030 analysis*.

24. The Director of the IRENA Innovation and Technology Centre, Mr. Dolf Gielen, presented the key findings of the ASEAN REmap, which was conducted in collaboration with the 10 ASEAN Member States. Reflecting on the findings, he noted that the power sector would have the highest share of renewables at 34 percent by 2025, followed by buildings and industry. He added that in the industrial sector, there is a large untapped potential for renewable energy. He noted that, to achieve the renewable

energy targets, the region will need to invest 1 percent of its GDP annually in additional renewable energy capacity up to 2025, which would amount to USD 27 billion per annum.

25. In the discussions that followed, delegations expressed appreciation for IRENA's integrated approach towards the region. Several delegations stressed the need to continue working closely with bilateral and multilateral agencies in the region to create synergies. Delegations also underlined that economic growth in the region will result in an increase in energy demand and that the role of IRENA should be to assist policy makers in developing more sustainable energy solutions in this context. Additionally, one delegation highlighted the need to continue to create awareness amongst the general public about renewable energy and its socio-economic and environmental benefits.

26. Delegations further noted that a long-term perspective in energy planning should remain a cornerstone of IRENA's engagement in the region and also underlined the need for, and usefulness of grid integration studies. Delegations also stressed the need to document best practices, both in countries in the region and from across the globe, to assist countries and sub-regions in Asia to attain a successful transition of energy systems. Some delegations suggested that IRENA assist Members in the Northeast Asia in moving forward with the concept of an Asian Super Grid.

27. One delegation invited IRENA to assist Members in determining medium and long-term renewable energy goals. Another delegation noted that Members' institutional capacities should be developed according to long-term planning goals, as well as reflecting recommendations stemming from RRAs. A delegation stressed the importance of rural electrification, off-grid solutions as well as geothermal and marine energy. Another delegation noted that IRENA could assist islands in the region to adopt renewable energy off-grid solutions to complement their grid systems and thus meet energy needs. That delegation further noted that technical cooperation between developed and developing countries should be strengthened, and specialised projects may be developed together with institutions such as the Green Climate Fund or the Asian Development Bank.

28. In response, the Director-General acknowledged recommendations to focus on grid integration and energy access. Mr. Gielen confirmed that grid integration would continue to be a focus area but underlined that the current share of solar and wind in many Asian countries would not present a challenge for grid integration at this point in time. Mr. Gonul affirmed that IRENA has been engaging closely with development partners since the early stages of its regional engagement.

**29. The Council took note of the presentations and the discussion.**

**Agenda item 5: Renewable energy in urban settings - IRENA input to the new urban agenda**  
(C/12/DN/2)

30. In his introduction, the Director-General referred to IRENA's report on *Renewable Energy in Cities*, which was released at Habitat III recently held in Quito, Ecuador. He highlighted that the report indicates the total energy demand in cities is expected to rise by 35% between now and 2030, which is why it is imperative that cities' needs are met in a sustainable manner. He noted that the current IRENA Work Programme includes a range of activities in support of the sustainable development of cities and pointed at a number of priorities in this regard, including capacity building at the municipal level, the provision of tools and information on technology solutions, the identification of best practices and replicable innovative solutions, and the increase of knowledge on policy and regulatory frameworks, as well as integrated planning for renewables. He stated that many programmatic activities of the Agency contribute to these priority areas and that IRENA is increasingly providing targeted knowledge products and tools for urban settings.

31. The Director of Planning and Programme Support, Ms. Elizabeth Press, highlighted the *New Urban Agenda* agreed at Habitat III. She noted that, although the *Agenda* does not have a dedicated segment on energy, the topic of renewable energy permeates the document, highlighting how renewables contribute to achieving developmental, social and environmental objectives in an affordable way. She explained that renewables, together with energy efficiency, are recognised as a key element of sustainable and resilient urban development, particularly in the context of mobility. Ms. Press presented the outcomes of the high-level Forum IRENA held during Habitat III and underlined the support received, especially from local decision makers, for the Forum which served as a platform to facilitate the exchange of experiences and as an outlet for bringing forth a common message.

32. The Director of the IRENA Innovation and Technology Centre, Mr. Dolf Gielen, presented the findings stemming from the report *Renewable Energy in Cities*. He underlined the importance of engaging with cities in the context of the ongoing efforts to transform the global energy system towards sustainability and presented three priority areas for accelerating renewables in cities, namely the building sector, the transport sector and smart integrated urban energy systems. He emphasised the issue of energy use related to heating and cooling, which will represent 50% and 8%, respectively, in urban buildings by 2030. Mr. Gielen described the benefits and opportunities of an increased renewable energy use for cities and provided concrete examples of how to expand renewables use in cities.

33. Delegations welcomed IRENA's focus on the urban agenda and expressed appreciation for the Agency's active participation in Habitat III and the related report. It was noted by several delegations that cities and countries are at different stages of development, that the characteristics of cities vary, and that the Agency needs to be mindful of this in its approach. It was therefore noted that a flexible and gradual approach toward the deployment of renewables in cities should be taken. Several delegations encouraged IRENA to identify best practice and replicable innovative solutions in urban areas, and to support city-to-city collaboration.

34. Some delegations encouraged an exchange of experience between cities, such as through training programmes, expert meetings, the secondment of experts, or through twinning arrangements. Several delegations highlighted differences in approaches between the retrofitting of old buildings, compared to integrating renewables in new buildings. One delegation proposed that a network of 'pilot cities' be established to lead the discussion on the approaches to deployment of renewable energy and provide a platform for exchange. A number of delegations noted the benefits of collaboration at the sub-national level as the aims of national governments do not always encompass the objectives of municipalities. In order to support cities towards a sustainable energy transition, some delegations encouraged IRENA to continue strengthening its partnerships with the private sector and development banks, and to work with active players in the field such as C40, the Local Governments for Sustainability, and the Covenant of Mayors.

35. Delegations highlighted the priority areas of transport, buildings, and energy systems, and also stressed the importance of heating, cooling, energy efficiency and the social aspects of renewables deployment in urban settings. Two delegations welcomed the integration of the energy security aspect when considering renewables in the urban setting.

36. Some delegations highlighted the importance of understanding the structure and patterns of energy demand and noted the importance of taking into account both the supply and the demand side when considering decentralised power sources. Two delegations highlighted that the challenge of energy access is not just a rural issue, but also increasingly an urban issue. One delegation mentioned renewables-based decentralised power supply systems as the solution to boosting access to affordable energy to citizens in urban and sub-urban areas, and noted that this approach would also reduce investments in traditional power systems.

37. The Director-General recognised the value of gathering best practice examples of cities that are pushing frontiers in the field and supported the idea of a network of pilot cities. He noted the need to determine how IRENA should best interact with the existing networks. He observed that the urban renewable energy discussion was moving away from power and focussing on end-use applications and pointed to ongoing discussions on transport, heating and cooling, and the transformation of energy systems. He also highlighted new technologies, such as home storage solutions, and stressed the high level of innovation and potential in this field. The Director-General emphasised that IRENA looks forward to considering further what it can do as an organisation to promote sustainable development in urban spaces and settlements.

**38. The Council took note of the presentations and the discussion.**

**Agenda Item 6: The role of renewable energy in NDC implementation (C/12/DN/3)**

39. The Director-General introduced the topic by highlighting the link between this and the following agenda items. He noted the important progress made in 2015 in major international processes, including the UN Forum on Financing for Development that took place in Addis Ababa, the Sustainable Development Goals (SDG's) and the Paris Agreement at COP 21. He emphasised that renewable energy policy has become central to the climate dialogue as an enabler for decarbonisation.

40. The Director-General highlighted that while national energy plans and targets go beyond the ambition reflected in the NDCs of many countries, NDC implementation offers an opportunity to scale up renewables and provides an opportunity to tap into climate finance. He stressed the importance of cross-sectoral and multi-stakeholder dialogue to realise the potential of renewables in the context of the NDCs. Referring to *REmap – IRENA's Roadmap for a Renewable Energy Future*, which sets out a vision for doubling the share of renewables in the global energy mix by 2030 and shows how this together with energy efficiency can achieve the targets of the climate agreement, he also highlighted that the potential for renewables go well beyond what is currently captured in NDCs.

41. The Director of the Knowledge, Policy and Finance Centre (KPFC), Mr Henning Wuester, presented the key elements of *a Framework for NDC Implementation* that came out of a series of three sub-regional workshops in Africa and provides policy makers, in African countries in particular, with a step-by-step guide on how to implement the renewable energy part of their NDCs. He elaborated that many African countries see in NDC implementation a good opportunity to strengthen, enhance and where relevant, even reform, climate and renewable energy policy frameworks. A number of African countries, he explained, pursue renewable energy action as part of their NDCs, not only as a climate change mitigation strategy, but also an adaptation measure since it is a means of building resilience to climate change impacts.

42. Mr. Wuester highlighted the opportunity of accessing climate finance channels when implementing NDCs, and using these resources to leverage additional private and public funds for implementation. He explained IRENA's different levels of engagement with major climate finance institutions to support countries in mobilising funding and resources for renewable energy deployment. IRENA is working with climate finance institutions to develop programmatic frameworks for renewable energy. The Agency supports countries by linking renewables readiness assessments to climate finance readiness. Lastly, IRENA supports the preparation and implementation of climate finance projects in partnership with accredited financial institutions.

43. Many delegations stressed the importance of accelerated renewable energy deployment to achieve climate objectives and emphasised that IRENA should continue to support Members in the implementation of their NDCs. Some delegations suggested that the Agency supports countries to



address the gaps between the renewable energy targets set in the NDCs and the renewable energy potential identified in countries. One delegation stressed that the Agency should align its work to the global stocktaking process for NDCs under the UNFCCC.

44. A number of delegations encouraged IRENA to conduct assessments, analysis and research to support Members in implementing their renewable energy targets set in their NDCs to achieve the objectives of the Paris Agreement. Some delegations welcomed, in particular, the work of the Agency on renewable energy roadmaps (REmap). One delegation suggested IRENA to track the implementation of renewable energy targets.

45. Several delegations stressed the need to improve access to financing, in particular climate finance, for renewable energy and the importance of engaging with international financial institutions to address the specific needs of countries in implementing NDCs. One delegation proposed to harmonise the mechanisms and evaluation processes of different finance institutions to facilitate developing countries' access to resources. Another delegation emphasised the importance of reducing the cost of capital through targeted interventions, including by reducing the hedging cost for certain projects involving foreign currency.

46. In response to interventions, the Director-General noted that IRENA could support Members in addressing the gaps between the renewable energy ambitions set in their NDCs and their national renewable energy potential. In relation to climate finance, the Director-General explained that IRENA could assist countries in developing new frameworks around international financing mechanisms and pointed out that this will require a certain level of coordination and active involvement of governments. He also stressed the need to have adequate renewable energy policy frameworks in place at the national level.

47. Mr. Wuester highlighted the need for a cross-sectoral dialogue and that implementation of NDCs has the potential to foster such interaction between energy, environment and finance ministries and initiate positive dynamics at the national level to accelerate renewable energy deployment.

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

**Agenda item 7: Renewable energy and the UN Sustainable Development Goals (SDGs)**  
(C/12/DN/4)

49. The Director-General introduced the topic and noted the Agency's role in the establishment of Sustainable Development Goal (SDG) 7 and in shaping the perception of renewable energy in the broader international community. He stated that renewable energy contributes to the SDGs, especially those related to food, health, water, and poverty eradication. He stressed that better coordination of national policies across sectors was needed during planning and implementation to achieve the climate and development goals. He concluded by emphasising that the Agency stands ready to further develop analyses and to provide support to Members in addressing these challenges.

50. The Deputy Director of the Knowledge, Policy and Finance Centre (KPFC), Ms. Rabia Ferroukhi, pointed to the evolution that renewable energy had seen since the adoption of the Millennium Development Goals. She underlined that renewables are being recognised as a key solution for sustainable development for both developing and industrialised economies, as reflected in the SDGs.

51. Ms. Ferroukhi outlined how renewable energy contributes to the achievement of a number of SDGs. As for the environmental sustainability, she noted that at the global level, the deployment of renewable energy would greatly contribute to mitigating climate change (SDG 13). She highlighted that, at the

local level, cities would have a key role to play in the transformation of energy systems and reduction of air pollution. Ms. Ferroukhi explained the contribution of renewable energy to health (SDG 3), as well as the important role of renewable energy in supporting agricultural production through, for example, solar pumping (SDG 2). She underscored that a paradigm shift from generation to livelihood services is needed to realise the potential of renewable energy to power productive uses (SDGs 1, 8 and 10). She also highlighted the role of renewable energy as a driver of green growth and its potential to deliver substantial economic and welfare benefits (SDG 8 and 9). Ms. Ferroukhi closed by noting that IRENA's next edition of *REthinking Energy* would address the intrinsic relationships between renewable energy and SDGs.

52. In the ensuing discussion, delegations expressed their appreciation for IRENA's focus on the topic, acknowledging the importance of the interdependence between the SDGs. Some delegations shared domestic experiences in addressing the interlinkages between renewable energy and issues such as energy access, climate change, food and water security, housing, public safety, agricultural productivity, and health. One delegation encouraged the Agency to continue to explore the gender dimension of renewable energy in its activities.

53. Several delegations pointed out that policies conducive to attracting investment, as well as private sector engagement, were key to the realisation of the SDGs. One delegation referred to the outcome of the 3<sup>rd</sup> International Conference on Financing for Development in Addis Ababa in 2015 and stressed the need for a greater level of ambition to meet the SDGs. Another delegation highlighted the relevance of climate finance mobilisation for small island developing states.

54. One delegation highlighted that national ownership in integrating SDGs in national development plans was important and thanked the Agency for the technical support provided to date. Another delegation noted the challenges of the implementation phase ahead, and along with other delegations, requested IRENA to promote a holistic implementation of the SDGs and provide support in relevant areas such as policy reform, mobilisation of finance, access to innovation, and participation in global partnerships. One delegation suggested to integrate the topic of renewable energy and SDGs into the upcoming discussions of the Agency's Medium-term Strategy 2018-2022.

55. In his comments, the Director-General emphasised the integrated and cross-cutting nature of SDG 7. He stated that work undertaken by the Agency provides a basis for further analysis and stressed that the Agency would continue to provide a platform for the sharing of experiences and best practices, facilitating cooperation and informing decision making. He concluded by highlighting that more emphasis needs to be placed on the promotion of renewable energy for livelihoods and that greater awareness of these interconnections could help leverage investments.

**56. The Council took note of the presentations and the discussion.**

#### **Agenda Item 8: Framework for the Medium-term Strategy 2018-2022 (C/12/DN/5)**

57. In his introduction to the topic, the Director General referred delegations to the Framework for the Medium-term Strategy 2018-2022, contained in document C/12/DN/5. He acknowledged the growth of the Agency in the past years and reflected on the rapid evolution of the renewable energy sector worldwide, enabled by the decrease in technology costs, new models in policy and finance, the advent of international development processes and achievements such as the Paris Agreement and the Sustainable Development Goals (SDG's).

58. In this regard, he stressed the need for a new framework to guide the strategic programming and planning for the Agency in the 2018-2022 period. He pointed to some of the key roles that IRENA

should play in this new context, as presented by Members at previous meetings. These included: a key role in shaping the global renewable energy agenda and assisting countries in realising the energy transformation; a role in relation to climate change by supporting countries in the implementation of their Nationally Determined Contributions (NDCs) under the Paris Agreement; and an active role in the achievement of SDG 7 on energy and streamlining renewables across the development agenda 2030; and a. He also mentioned additional elements that need to be taken into account for the development of the new Medium-term Strategy (MTS) such as considering renewables in the context of the overall energy system; deepening the focus on innovation; providing a platform for multi-stakeholder networks and facilitating peer-to-peer interaction to share knowledge and experience.

59. While highlighting the relevance of the current MTS, he recognised the need to adjust it in order to respond to the new institutional and global energy context. In this regard, he proposed that IRENA should continue to be a centre of excellence that provides state-of-the-art information, analysis and data. He stressed that the Agency should support countries in their national and regional efforts to translate knowledge products into on-the-ground change. He also pointed out that IRENA must remain an influential voice for renewables with a continued focus on the business case of all sources and technologies. In addition, he proposed that IRENA should become a conduit for energy transformation, focusing on partnerships and continuously seeking for new approaches and modes of cooperation.

60. He explained that, as mandated by the Assembly, the preparation of the new MTS should continue in the context of future Council meetings. He also recalled Member deliberations at the Programme and Strategy Committee, where it was noted that additional dialogue may be necessary for consideration of this important matter. He therefore proposed to take advantage of the established consultative process for the preparation of the next bi-annual work programme to call for written contributions for MTS development following the seventh session of the Assembly, to feed into the MTS framework discussion in the next Council meeting. The Director-General also noted the PSC recommendation to convene a consultative working team comprising interested Members, facilitated by the United States of America, to maintain dialogue between Council meetings and feed into the MTS development process.

61. The Chair of the Programme and Strategy Committee (PSC) reported on the Committee meeting which took place the day prior to the meeting of the Council, and referred delegations to the related report for the Committee's recommendations contained in document C/12/CRP/1.

62. In the discussion that followed, several delegations expressed their agreement with the overview of the status of the global energy system and the priorities for the Agency outlined by the Director-General. Those delegations highlighted the need to establish a clear mandate for the Agency that prioritises activities effectively. A number of delegations underlined that the new MTS presents an opportunity to better position IRENA as an enabler of change and a leader in the transformation of the global energy system.

63. Several delegations encouraged IRENA to support countries in integrating renewable energy in the implementation of their NDCs. One delegation invited the Agency to identify synergies between the targets established by the Paris Agreement and the SDGs in order to support Members on their decarbonisation efforts. One delegation proposed the extension of the Agency's outlook and strategic vision from 2030 to 2050.

64. A number of delegations emphasised that the Agency should continue to be a centre for knowledge development on renewable energy, while serving as a networking platform for innovation, policy and capacity building to benefit countries on the ground. It was also suggested that the Agency should serve as the centre for a network of experts to support countries in their energy transition, bolstered by IRENA's analytical and advisory work, transforming it into action on the ground. Some delegations encouraged the Agency to continue its support for renewable energy implementation in developing

countries and to take the different contexts of countries into consideration in its work. Delegations also highlighted the need to mobilise investment for renewable energy projects through partnerships and closer cooperation with financial institutions. A number of delegations encouraged IRENA to establish strategic partnerships and alliances with other agencies and development organisations.

65. While highlighting the importance of assessed contributions for the funding of the Agency, one delegation encouraged IRENA to identify innovative solutions to obtain additional resources. That delegation noted that IRENA could work with third party organisations, such as private partners, provided mechanisms are in place that ensure neutrality and transparency.

**66. The Council took note of the ‘Note of the Director-General - Framework for the Medium-term Strategy 2018-2022’, contained in document C/12/DN/5, and endorsed the PSC recommendations in this respect as contained in document C/12/CRP/1.**

## **Agenda Item 9: Institutional and administrative matters**

### **a. IRENA/ADFD Project Facility (C/12/3)**

67. The Director-General noted that financing presents an important constraint to up-scaling renewable energy, especially in developing countries. In this regard, the IRENA/ADFD Project Facility, with the allocation of USD 350 million over seven cycles, presents an opportunity for low cost financing to drive innovative projects. He expressed his appreciation for the support of the United Arab Emirates and the experience to date with the Abu Dhabi Fund for Development (ADFD) as partners in this Project Facility (Facility). He said that in the first three cycles, USD 144 million in loans has been allocated, which, with co-financing, represents USD 333 million in total project value. The Director-General emphasised that the Facility becomes more effective each year with a more focused selection process, lower lending rates and joint missions to visit selected projects. He further highlighted that projects submitted to the Facility can benefit from various IRENA platforms and services, such as the Sustainable Energy Marketplace and Project Navigator, for further development towards bankability.

68. He noted that the results of the fourth cycle are expected to be announced at the IRENA Assembly session in January 2017 and that the projects recommended to ADFD comprise a wide variety of technologies and are from different regions. He noted that the submission deadline for the fifth cycle is 15 February 2017.

69. The Director-General announced that Ethiopia, Japan, Jordan, New Zealand, Pakistan, the Republic of Korea, and Zimbabwe expressed their interest to be members on the Advisory Committee for the fifth cycle whilst Antigua and Barbuda, Bangladesh and Portugal volunteered to act as alternates. He closed by emphasising the need to continue working together, ensuring that funding is directed at government-driven, replicable, scalable and potentially transformative projects in developing countries.

70. H.E. Conrod Hunte, Ambassador of Antigua and Barbuda, spoke on behalf of the Chair of the Committee, Mr. Mike Allen of New Zealand. He referred the Council to the Chair’s report on the fourth cycle, contained in document C/12/3, noted that the recommended projects, which are now subject to final selection by ADFD, represent a total new capacity of over 60 MW and total project costs of USD 322 million which through co-financing, combines USD 81 million in loans from the ADFD with over USD 241 million from other sources.

**71. The Council took note of the “Report of the Chair of the Advisory Committee on the fourth cycle of the IRENA/ADFD Project Facility”, contained in document C/12/3, and decided to transmit it to the Assembly for its consideration.**

**72. The Council further took note of the expressions of interest received for membership in the Advisory Committee.**

**b. 2017-2018 Council membership**

73. 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.

74. The 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. Since then, three of the four regional groups, the 'Africa' group, the 'Asia and the Pacific' group and the 'Latin America and the Caribbean' group have reached an agreement on their respective slates of candidates for 2017-2018 Council membership. On 25 September, Egypt communicated the slates of the three groups to IRENA Members.

75. The Chair invited the facilitator of the 'Europe and Others' group, Sweden, to give an update on the matter.

76. 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, Russian Federation, Spain, Sweden, Turkey, the United Kingdom of Great Britain and Northern Ireland, and the United States of America. Following consultations, including on the side-lines of that Council meeting, the following agreement had been reached between the members of the 'Europe and Others' group which had expressed their interest and were participating in the Council meeting:

- Proposed 2017 Council members: Belgium, Germany, Norway, Russian Federation, Turkey, United Kingdom of Great Britain and Northern Ireland, and the United States of America.
- Proposed 2018 Council members: Cyprus, France, Italy, Russian Federation, Spain, Sweden, and the United States of America.
- Proposed 2017 alternates: Cyprus, France, and Spain.
- Proposed 2018 alternates: Germany, and Turkey.

Sweden noted that the final list of candidates for the group will be shared with the 'Europe and Others' group and transmitted to the President of the sixth session of the Assembly.

77. The Council Chair requested the Secretariat to circulate the slate of candidacies for Council membership in 2017 and 2018, together with a related draft decision, to Members in preparation of the seventh session of the Assembly.

**78. The Council took note with appreciation of the progress achieved.**

**c. Report of the Director-General on internal audit (C/12/4; C/12/CRP/2)**

79. 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/12/4.

80. The Chair of the Administration and Finance Committee reported on the Committee meeting and referred delegations to document C/12/CRP/2 for a full account of the Committee's recommendations to the Council.

**81. 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/12/4.**

**d. Status of implementation of external audit recommendations (C/12/5; C/12/CRP/2)**

82. The Director of IRENA’s Administration and Management Services Division, Mr. David Iyahah, presented the ‘Report of the Director General on the Status of Implementation of the External Audit Recommendations’, contained in document C/12/5.

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

**84. The Council took note of the ‘Report of the Director-General on the Status of Implementation of the External Audit Recommendations’, contained in document C/12/5, and decided to transmit it to the Assembly for its consideration.**

**e. Selection of the external auditor (C/12/6; C/12/CRP/2)**

85. The Director of the Administration and Management Services Division presented the ‘Note of the Director-General on the Selection of the External Auditor’, contained in document C/12/6.

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

87. One delegation requested more details on the characteristics of the four offers that were under consideration and, while noting that it respected the outcome of the evaluation, expressed a preference for the public auditor.

88. The Director-General said that the Secretariat would make available the documentation pertaining to the procurement process for the external auditor of IRENA for interested delegations to review on the sidelines of the seventh session of the Assembly.

**89. The Council took note of the ‘Note of the Director-General on the Selection of the External Auditor’, contained in document C/12/6, and decided to transmit it to the Assembly for its consideration.**

**f. Indicative IRENA Scale of Assessed Contributions for 2017 (C/12/7; C/12/CRP/2)**

90. The Director of the Administration and Management Services Division presented the ‘Report of the Director-General on the Indicative IRENA Scale of Contributions for 2017’, as contained in document C/12/7.

91. The Chair of the Administration and Finance Committee reported that the Committee had considered the report, had no comments thereon and had decided to submit it to the Council for its consideration.

**92. The Council took note of the ‘Report of the Director-General on the Indicative IRENA Scale of Contributions for 2017’, contained in document C/12/7, noting possible adjustments stemming from new Members that may join by the seventh session of the Assembly, and decided to transmit it to the Assembly for its consideration.**

**g. Report of the Ethics Officer (C/12/8)**

93. The Ethics Officer of IRENA, Ms. Salma Khalid, presented the ‘Report of the Ethics Officer on the Implementation of the Policy on Ethics and Conflict of Interest’, contained in document C/12/8.

94. One delegation supported the development of the ethics training curriculum at IRENA and encouraged the Director-General to share with Members in future reports efforts undertaken to continue to ensure an ethical environment.

**95. The Council took note of the ‘Report of the Ethics Officer on the Implementation of the Policy on Ethics and Conflict of Interest’, contained in document C/12/8, and decided to transmit it to the Assembly for its consideration.**

**h. Staff Provident Fund**

96. The Council Chair recalled that the two-year term of the current members of the Management Board of the IRENA Staff Provident Fund (Management Board) will come to an end at the seventh session of the Assembly, at which point Members will be requested to appoint two Member State representatives to the Management Board for the period 2017-2018.

97. The Chair noted that Members were invited to express their interest to serve on the Management Board by 21 October 2016 and that Germany and the United Arab Emirates have expressed their availability to continue representing IRENA Members on the Management Board for the next term.

**98. The Council took note of the expressions of interest received for membership in the Staff Provident Fund Management Board for the period 2017-2018.**

**i. Secondment of personnel (C/12/9)**

99. The Chief of Human Resources, Ms. Jinah Lee, presented the ‘Report of the Director-General on Secondment and Related Matters’, contained in document C/12/9.

**100. The Council took note of the ‘Report of the Director-General on Secondment and Related Matters’ contained in document C/12/9, and decided to transmit it to the Assembly for its consideration.**

**j. Operation of the Arbitration System (C/12/10)**

101. The Legal Advisor of IRENA, Ms. Marianne Lavergne, presented the ‘Report of the Director-General on the Operation of the Arbitration System for IRENA’, contained in document C/12/10.

**102. The Council took note of the ‘Report of the Director-General on the Operation of the Arbitration System for IRENA’, contained in document C/12/10, and decided to transmit it to the Assembly for its consideration.**

**k. Staff Rules (C/12/11; C/12/CRP/2)**

103. The Legal Advisor of IRENA presented the 'Report of the Director-General on Amendments to the Staff Rules', contained in document C/12/11.

104. The Chair of the Administration and Finance Committee reported on the Committee meeting and referred delegations to document C/12/CRP/2 for a full account of the Committee's recommendations to the Council.

**105. The Council took note of the 'Report of the Director-General on Amendments to the Staff Rules', contained in document C/12/11, including the amendments to the Staff Rules contained therein, and decided to transmit it to the Assembly for its consideration.**

**l. Staff tenure policy (C/12/12; C/12/CRP/2)**

106. The Chair of the Administration and Finance Committee (AFC), reported on the Committee's consideration of the matter and referred delegations to document C/12/CRP/2. The AFC Chair said that the Committee agreed that additional time was required to facilitate a comprehensive review of human resources trends and to appropriately evaluate the current tenure policy and its impact. He noted that several delegations were in agreement with the proposed one-time waiver of the current tenure policy but that there were differing opinions as to the optimal duration of any such waiver. The Chair closed by referring to the Report of the Director-General - IRENA Staff Tenure Policy, contained in document C/12/12, and noted that the outcome of his consultations and recommendation, as requested by the Council in its 12<sup>th</sup> meeting, are contained in the said report.

107. In the discussion that followed, a majority of Council member delegations expressed their agreement with the proposed one-time waiver of the current staff tenure policy to provide time to gather additional data to take an informed decision and thus come to a more permanent, stable solution. One of these delegations also expressed its support for a complete removal of any limit on staff tenure. Some delegations expressed a preference to grant the Director-General the authority to extend the length of service of all staff serving in the Agency for a period of time to allow for the further consideration of the matter by the Assembly at its tenth session.

108. Several delegations underlined the importance of providing the Director-General with the necessary flexibility to manage the Agency and its staff, especially in view of its young age. Some expressed the concern that a tenure limit would have a negative effect on the Agency's attractiveness and also suggested to extend the length of contracts to ensure further stability. Several delegations underlined the need for further analysis of the human resource trends and the importance of regular staff performance reviews. One delegation noted the rate of turnover in the Agency and proposed that the matter be examined further in the future. One delegation encouraged a closer review of the practice in other intergovernmental organisations and underlined the importance of ensuring a geographically diverse representation of staff within the Agency.

109. In order to accommodate the positions of Council members, as well as the views of other delegations, the Council Chair proposed that the Council would:

- recommend to the Assembly, at its seventh session (14-15 January 2017), to grant the Director-General the authority to extend the length of service of all staff serving in the Agency at the time of the said Assembly for a period of up to four years in addition to the periods currently provided for in staff regulation 5.4 (b) and (c);



- also recommend that the Assembly request the Council to consider the necessary amendments to the existing staff tenure policy for recommendation to the Assembly no later than at its tenth session (January 2020);
- request the Secretariat to continue to analyse human resource trends, including turnover rate, vacancy rate and years of service, as well as impact of the staff tenure policy on these trends, and to report on these to the Council at its fifteenth meeting (May 2018).

**110. The Council endorsed the proposal of the Chair.**

**Agenda Item 10: Arrangements for the seventh session of the Assembly (C/12/13)**

111. The Director-General noted that the seventh session of the IRENA Assembly will be held on 14-15 January 2017 and that the Assembly at its sixth session had designated Italy as President of the seventh session of the Assembly, and the Dominican Republic, Indonesia, Jordan and Morocco as Vice-Presidents. He referred delegations to document C/12/13 containing 'Items for consideration at the seventh session of the Assembly', and reflected on the programmatic topics that will be discussed. He informed the Council about the planned programmatic events to be held on 13 January 2017 and noted that the Assembly meeting will again coincide with the Abu Dhabi Sustainability Week, in which IRENA will participate actively.

112. A representative of the President-designate of the Assembly, Italy, expressed appreciation for the opportunity to serve as President of the seventh session of the Assembly, and assured the Council of his country's commitment to the success of the meeting, as well as the promotion of renewable energy.

**113. The Council took note of the document 'Items for consideration at the seventh session of the Assembly', contained in document C/12/13, noting that further items may be added following the Council meeting and in consultation with Italy as the President-designate of the Assembly.**

**Agenda Item 11: Arrangements for the thirteenth meeting of the Council**

114. The Council Chair proposed that the Chair and Vice-Chair of the twelfth meeting of the Council will facilitate the designation of the Chair and Vice-Chair of the thirteenth meeting of the Council following the election of Council members for the 2017-2018 term at the seventh session of the Assembly in January 2017.

115. China expressed interest in assuming the role of Chair of the thirteenth meeting of the Council, pending its election as Council member at the upcoming Assembly in January 2017.

**116. The Council endorsed the proposed designation processes and agreed to proceed accordingly.**

**117. The Council decided to hold its thirteenth meeting on 23 and 24 May 2017, with meetings of subsidiary organs of the Council scheduled on 22 May 2017.**

**Agenda Item 12: Any other business**

118. No matter was raised under this item.

**Agenda Item 13: Closing of the meeting**

119. The Director-General thanked the Chair and the Council for the useful and targeted discussions held during the Council meeting. He noted how Council discussions had progressed over the past five years from predominately administrative discussions to important programmatic deliberations. He also noted that the Agency is being recognised at the global level as a centre of excellence on renewable energy and acknowledged that the progress made was thanks to IRENA's Members, the ownership they are taking and the support they are providing to the Agency. He also thanked the Host Country for its unwavering support as well as IRENA staff for their commitment.

120. Chairing this session of the Council meeting, the Vice Chair of the Council underlined the respect and recognition for the Agency for its work and highlighted the collaboration amongst Members to accelerate the global energy transformation. In his capacity as representative of the United States of America, he noted that the US looks forward to channelling this dynamism into the creation of a Medium-term Strategy that will accelerate the global energy transformation.

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Twelfth meeting of the Council of IRENA

1 – 2 November 2016, Abu Dhabi, United Arab Emirates

1 November 2016

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## **Agenda of the twelfth 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. Report of the eleventh meeting of the Council
3. Annual Report of the Director-General on the Implementation of the Work Programme and Budget for 2016-2017
4. Region in Focus: Asia
5. Renewable energy in urban settings - IRENA input to the new urban agenda
6. The role of renewable energy in NDC implementation
7. Renewable energy and the UN Sustainable Development Goals (SDGs)
8. Framework for the Medium-term Strategy 2018-2022
9. Institutional and administrative matters
  - a. IRENA/ADFD Project Facility
  - b. 2017-2018 Council membership
  - c. Report of the Director-General on internal audit
  - d. Status of implementation of external audit recommendations
  - e. Selection of the external auditor
  - f. Indicative IRENA Scale of Contributions for 2017
  - g. Report of the Ethics Officer
  - h. Staff Provident Fund
  - i. Secondment of personnel
  - j. Operation of the Arbitration System
  - k. Staff Rules
  - l. Staff tenure policy
10. Arrangements for the seventh session of the Assembly
11. Arrangements for the thirteenth meeting of the Council
12. Any other business
13. Closing of the meeting

Twelfth meeting of the Council of IRENA

1 – 2 November 2016, Abu Dhabi, United Arab Emirates

3 January 2017

## List of participants

### Council members (17)

	Country	Name	Position/Title	Institution
1	<b>Albania</b>	Ermal Dredha	Ambassador	Diplomatic Mission to the UAE
2	<b>Algeria</b>	Salah Attia	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to the UAE
3		Guehria Ahmed Djebail	Attaché	Diplomatic Mission to the UAE
4		Menadi Rachedi	Director	Ministry of Energy
5		Rabah Loumachi	Minister Plenipotentiary	Diplomatic Mission to the UAE
6		Tamani Nawal Rahache	Advisor	Ministry of Energy
7	<b>Belgium</b>	Dominique Mineur	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to UAE
8		Quirina Huet	Policy Officer	Ministry of Environment and Energy of the Flemish Government
9		Reinhilde Bouckaert	Policy Advisor	Federal Ministry of Economy, SMEs and Energy
10	<b>China</b>	Liang Zhipeng	Deputy Director General	National Energy Administration, New and Renewable Energy Department
11		Jian Liu	Assistant Research Fellow	Energy Research Institute, National Development and Reform Commission
12		Zhongying Wang	Deputy Director General	Energy Research Institute, National Development and Reform Commission

	Country	Name	Position/Title	Institution
13	<b>Cyprus</b>	Vasilis Polemitis	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to the UAE
14		Georgia Apeyitou	First Secretary	Diplomatic Mission to the UAE
15	<b>Ethiopia</b>	Abdulkadir Risku	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to the UAE
16		Biskut Behabtu	Counsellor	Diplomatic Mission to the UAE
17		Girma Rissa	Second Secretary	Diplomatic Mission to the UAE
18	<b>Fiji</b>	Kamlesh Shashi Prakash	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to the UAE
19		Sarika Lata	Second Secretary	Diplomatic Mission to the UAE
20		Solomone Momoivalu	First Secretary	Diplomatic Mission to the UAE
21	<b>India</b>	Dilipkumar Khare	Director	Ministry of New and Renewable Energy
22	<b>Israel</b>	Rami Hatan	Permanent Representative to IRENA	Ministry of Foreign Affairs
23		Ron Adam	Special Envoy on Energy	Ministry of Foreign Affairs
24	<b>Japan</b>	Kanji Fujiki	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to the UAE
25		Keiichi Sugita	Deputy Director	Ministry of Agriculture, Forestry and Fisheries
		Kenji Kato	Deputy Director	Agency for Natural Resources and Energy
26		Kotaro Suzuki	Minister Counsellor	Diplomatic Mission to the UAE
27		Osamu Ito	Deputy Director	Ministry of Foreign Affairs
28		Ryuzo Sugimoto	Deputy Director	Ministry of the Environment
29		Tsuyoshi Tanaka	Second Secretary	Diplomatic Mission to the UAE
30		Yaushi Ninomiya	Senior Researcher	Institute of Energy Economics

	Country	Name	Position/Title	Institution
32	<b>Poland</b>	Sebastian Stepnicki	Permanent Representative to IRENA and Counsellor	Diplomatic Mission to the UAE
33		Andrzej Kazmierski	Director	Ministry of Energy
34	<b>Republic of Korea</b>	Sei Joong Kwon	Deputy Director General	Ministry of Foreign Affairs
35		Bae Sung-ho	Researcher	Ministry of Foreign Affairs
36		Young Min Kim	Manager	Korea Energy Agency
37	<b>United Arab Emirates</b>	Thani Al-Zeyoudi	Minister of Climate Change and Environment and Permanent Representative to IRENA	Ministry of Climate Change and Environment
38		Ali Ozair Al Shafar	Deputy Director	Ministry of Foreign Affairs
39		Majd Jayyousi	Energy Analyst	Ministry of Foreign Affairs
40	<b>United Kingdom</b>	David Beadle	Head of International Energy Policy, North America and MENA	International Energy Unit
41		Lia Santis de Emes	Chancery Officer	Diplomatic Mission to the UAE
42	<b>United States of America</b>	Griffin Thompson	Director	Office of Electricity and Energy Efficiency, Department of State
		Barbara Cordero	Finance Analyst	Bureau of Energy Resources, Office of Electricity and Energy Efficiency, Department of State
43		Hayden Brown	Energy Officer	Bureau of Energy Resources, Office of Electricity and Energy Efficiency, Department of State
44		Mark Motley	Economic Chief	Diplomatic Mission to the UAE
46	<b>Uruguay</b>	Nelson Chaben	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to the UAE
47		Wilson Sierra	Renewable Energy Coordinator	Ministry of Industry, Energy and Mining
48	<b>Zambia</b>	Lloyd Chinjenge	Acting Assistant Director	Ministry of Energy and Water

**Council Alternates (4)**

	<b>Country</b>	<b>Name</b>	<b>Position/Title</b>	<b>Institution</b>
1	<b>France</b>	Michel Miraillet	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to the UAE
2		Martine Kubler Mamlouk	Deputy Permanent Representative to IRENA	Diplomatic Mission to the UAE
3		Clemence Barret	Deputy Counsellor	Diplomatic Mission to the UAE
4		Quentin Perret	Project Officer for Multilateral Energy Issues	Ministry of Ecology, Sustainable Development and Energy
5		Xavier Rouard	Counsellor	Ministry of Foreign Affairs
6	<b>Germany</b>	Götz Lingenthal	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to the UAE
7		Angelique Bachour	Energy Affairs Assistant	Diplomatic Mission to the UAE
8		Bilun Müller	Desk Officer	Ministry for Economic Affairs and Energy
9		Kristin Bergmann	Executive Officer	Diplomatic Mission to the UAE
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		Sarah Leitner	Advisor	German International Cooperation (GIZ)
13		Sebastian Brökelmann	First Secretary, Energy Affairs	Diplomatic Mission to the UAE
14		Tilman Enders	Deputy Head of Mission	Diplomatic Mission to the UAE
19	<b>Turkey</b>	Can Dizdar	Permanent Representative to IRENA and Ambassador	Diplomatic Mission to the UAE
20		Ahmed Demirtaş	Second Secretary	Diplomatic Mission to the UAE

21		Merve Kayserili	Expert	Ministry of Energy and Natural Resources
22		Muhammed Necip Erim	Energy Expert	Ministry of Energy and Natural Resources
23		Oğuz Can	Deputy Director General	Ministry of Energy and Natural Resources
24		Ramazan Usta	Deputy Director General	Ministry of Energy and Natural Resources
25		Sebahattin Öz	Head of Renewable Energy Unit	Ministry of Energy and Natural Resources
26	<b>Zimbabwe</b>	Shorai Kavvu Kajongwe	Principal Energy Development Officer	Ministry of Energy and Power Development
27		Marian Pasipanodya	Acting Legal Advisor	Ministry of Energy and Power Development
28		Melinda Chingono	Administrative Officer	Ministry of Foreign Affairs



**Members of IRENA**

1. Afghanistan
2. Angola
3. Antigua and Barbuda
4. Argentina
5. Australia
6. Azerbaijan
7. Bangladesh
8. Belarus
9. Bosnia and Herzegovina
10. Colombia
11. Comoros
12. Czechia
13. Denmark
14. Djibouti
15. Dominican Republic
16. Egypt
17. European Union
18. Finland
19. Ghana
20. Greece
21. Indonesia
22. Iran (Islamic Republic of)
23. Iraq
24. Ireland
25. Italy
26. Jordan
27. Kenya
28. Kuwait
29. Latvia
30. Lesotho
31. Luxembourg
32. Malaysia
33. Mali
34. Mauritius
35. Mexico
36. Montenegro
37. Morocco
38. Kingdom of the Netherlands
39. New Zealand
40. Nigeria
41. Norway
42. Oman
43. Pakistan
44. Peru
45. Philippines
46. Portugal
47. Qatar
48. Romania
49. Russian Federation
50. Rwanda
51. Saint Vincent and the Grenadines

52. Samoa
53. Senegal
54. Serbia
55. Seychelles
56. Sierra Leone
57. Slovakia
58. South Africa
59. Spain
60. Sri Lanka
61. Sudan
62. Swaziland
63. Sweden
64. Switzerland
65. Tajikistan
66. Tuvalu
67. Uganda

#### **Observers**

#### **Signatories / States-in-Accession**

1. Austria
2. Chile
3. Honduras
4. Liberia
5. Libya
6. United Republic of Tanzania

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

1. Brazil
2. Turkmenistan
3. Ukraine

Twelfth meeting of the Council of IRENA

1 – 2 November 2016, Abu Dhabi, United Arab Emirates

1 November 2016

Context: Pursuant to decision C/3/DC/3, the Programme and Strategy Committee (PSC) met to review and inform the Council on the *Annual Report of the Director-General on the implementation of the Work Programme and Budget for 2016-2017* (C/12/2) and the *Framework for the Medium-term Strategy 2018-2022* (C/12/DN/5).

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 1 and 2 November 2016.

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

### **Annual Report of the Director-General on the implementation of the Work Programme and Budget for 2016-2017**

The Secretariat briefed participants on the progress made in the implementation of the Work Programme 2016-2017. The following views and comments were made by participants:

- The PSC welcomed the progress made to date and commended the breadth and geographical diversity of programmatic activities.
- Participants recognised the impact that IRENA's work is having on the deployment of renewable energy at the national and regional level. Among others, IRENA's work on REmap, Renewables Readiness Assessments, the IRENA/ADFD Project Facility, the African Clean Energy Corridor, and mini-grids was highlighted.
- The PSC commended IRENA's efforts in leveraging partnerships, with countries, amongst regions and with the private sector, and encouraged further alignment of activities with those engaged in deployment of renewables on the ground.
- The PSC noted the importance of considering renewables in a broader context of energy, as well as other sectors, including the consequence on accelerated deployment on the ability to meet the demand.
- The PSC underlined that, as the Agency matures, close attention should be placed on monitoring and evaluating its impact, so as to ensure the optimal alignment of the Agency's limited resources. It also encouraged concise, impact-oriented reporting on the implementation of the Work Programme.

### **Framework for the Medium-term Strategy 2018-2022**

The Secretariat introduced document C/12/DN/5 on the Future Strategic Direction of IRENA. The following views and comments were made by participants:

- The PSC underlined the fundamental shift that is taking place in the energy system and the role of renewable energy therein, and emphasised the speed with which the renewable energy sector continues to change. Participants recognised a wide range of drivers for renewable energy deployment, including decarbonisation, economic priorities, energy security, access and social wellbeing.

- The PSC stressed that, while the deployment drivers for Members may differ, IRENA's strategic direction should be all-encompassing and remain focused on the transformation of the energy sector.
- The PSC noted a cross-cutting nature of renewable energy, and encouraged an approach that highlights its impact as a means to achieving economic, social and environmental objectives.
- The PSC welcomed the strategic direction outlined in the Note of the Director-General and noted the need for a flexible framework that allows for adjustments stemming from the dynamic nature of the renewable energy sector.
- The PSC underlined the need for a close interaction with countries and development partners to provide timely and direct support where needed, and ensure follow-up action.
- The PSC stressed that the next MTS should include a funding strategy to ensure the Agency has a sustained and predictable resource base.
- The PSC agreed that the process of development for the MTS would be aligned with the preparation of the Work Programme and Budget for 2018-2019, starting with a call for written contributions shortly after the seventh session of the Assembly, to feed into the MTS framework discussion in the next Council meeting.
- The PSC also recommended to convene a consultative working team comprising interested Members, facilitated by the United States of America, to maintain dialogue between Council meetings and feed into the MTS development process.

Twelfth meeting of the Council of IRENA

1 – 2 November 2016, Abu Dhabi, United Arab Emirates

2 November 2016

Context: Pursuant to decision C/3/DC/3, the Administration and Finance Committee (hereafter “AFC” or “Committee”) met on 31 October 2016 to review and inform the Council on matters related to the Internal Audit, External Audits, the Selection of the External Auditor, the IRENA Indicative Scale of Contributions for 2017, the Amendments to the Staff Rules, and, the Staff Tenure Policy.

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

The following comments and recommendations were made at the Administration and Finance Committee (AFC) meeting held on 31 October 2016.

### **1. Report of the Director-General on Internal Audit**

- The Director-General introduced 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/12/4.
- One Participant commented on the nomenclature used within management’s comments to the Internal Audit Recommendations, requesting that the Secretariat clearly indicate whether the recommendations are “accepted”, “partially accepted” or “not accepted”.
- The AFC considered the report and decided to submit it to the Council for its consideration.

### **2. Status of Implementation of the External Audit Recommendations**

- The Secretariat introduced the ‘Report of the Director-General on the Status of Implementation of the External Audit Recommendations’ contained in document C/12/5.
- The AFC took note of the report and decided to submit it to the Council.

### **3. Staff Tenure Policy**

- The Chair of the AFC introduced the ‘Report of the Director-General on IRENA Staff Tenure Policy’, contained in document C/12/12, and provided details of his consultations with AFC members and other interested participants since the last Council meeting.
- The Director-General expressed his appreciation for the consultation process and noted that, while the views on this issue may differ, there is a shared concern for, and commitment to the best interest of the Agency. He welcomed the recommendation by the Chair to waive, as a transitional measure, the current tenure policy. The Director-General also highlighted the turnover rate, noting this additional time will allow for the monitoring of HR trends so that Members can make an informed decision as to whether the current policy is suitable for the Agency. He referred to the policies of other international organisations with a staff tenure policy in place, which establish additional contractual mechanisms to retain staff beyond the staff tenure limit, including permanent contracts and re-employment after a break-in-service. He noted that a uniform approach to contractual arrangements is preferred for IRENA, considering its size.
- Some Participants expressed concern with the current turnover rate in the Agency and recommended that the cause of such turnover be examined as part of the review to be able to take appropriate action. One delegation suggested to grant longer term contracts.

- A number of Participants expressed full support for the Chair's proposal, highlighting the need to retain knowledgeable staff of the Agency. They acknowledged that due to the relative youth of the Agency, additional time is necessary in order to appropriately evaluate the current policy. A Participant also supported the use of longer term contracts up to five years, while observing the requirement of the Agency to have a robust performance management system.
- Several Participants acknowledged the potential transition issues which would occur in 2018, and expressed the view that, rather than the one-time waiver proposal contained in the Report, a transitional measure of two or three years for those reaching the current limit may provide sufficient time to monitor and make the appropriate recommendations for a change in the policy.
- The Director-General responded to the range of views offered, outlining the need for the Agency to remain competitive and not to have policies which are disincentives for staff compared to those offered by other international, governmental, and private organisations.
- The Chair highlighted that the proposal to waive the staff tenure limit on a one-time basis would not have any increased financial implications. In fact, due to the resulting reduction in staff turnover, recruitment and on-boarding/repatriation expenses would be reduced.
- The Chair took note of the various comments made during the AFC meeting and recognised that there was agreement in principle by the Committee that additional time is required to facilitate a comprehensive review of human resources issues which are impacting the Agency's ability to attract and retain staff. He noted there were several Participants who were in complete agreement with the proposed one time waiver. However, there were differing opinions on the appropriate duration of the proposed waiver. The Chair decided to submit the report to the Council for its consideration.

#### **4. Selection of the External Auditor**

- The Secretariat introduced the 'Note of the Director-General on the Selection of the External Auditor, contained in document C/12/6.
- The AFC took note of the report and decided to submit it to the Council for its consideration.

#### **5. IRENA indicative Scale of Assessed Contribution for 2017**

- The Secretariat presented the 'Report of the Director-General on the Indicative IRENA Scale of Contributions for 2017', contained in document C/12/7.
- The AFC took note of the report and decided to submit it to the Council for its consideration.

#### **6. Staff Rules**

- The Secretariat introduced the 'Report of the Director-General on Amendments to the Staff Rules', contained in document C/12/11.
- One Participant suggested that the terminology contained in staff rule 104.4(v) be revised, recommending that the word "normal", currently used as an adjective to the words "child allowance", be replaced with alternative terminology.
- In response to a query, the Secretariat, referring to the International Civil Service Commission's Report, confirmed that the implementation of the revised compensation package would result in a net decrease to total staffing costs.
- The AFC took note of the report and decided to submit it to the Council for its consideration.